

2025

Sustainability Report





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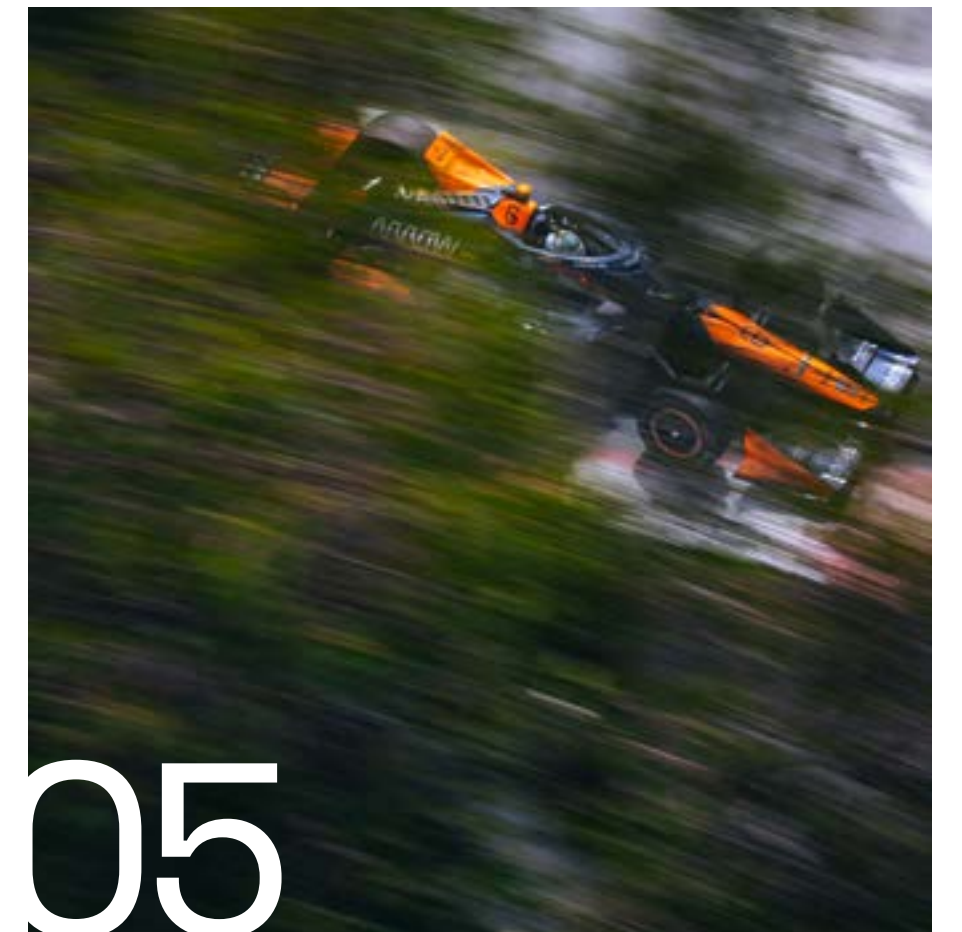
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Summary





A message from our CEO

At McLaren Racing, we are uniquely placed to harness our expertise in technology, innovation and rapid research and development, and apply those insights to the world of sustainability. In fact, we have a dedicated team in McLaren Accelerator who does just that – work with partners to apply F1 and motorsport know-how and problem-solving capabilities across other industries to help optimise processes and find solutions.

We have really seen this come to life in our partnership with the Great Barrier Reef Foundation. Coral reefs are vital to our planet's health and without urgent action they face extinction over the next two decades. We have been working with the Foundation since 2023 to help them supercharge their restoration efforts, and this work culminated in the launch of Machine One at the Melbourne GP this year.

Machine One – or OSCAR – helps automate the deployment of more climate resistant baby coral onto the reef, meaning the team can deploy up to one million corals a year and at a fraction of the previous cost. Together, we have delivered an 800% increase in efficiency compared to the previous manual process – an incredible achievement and a genuine milestone when it comes to reef restoration. What's more, this technology has been designed with the potential to be deployed anywhere around the globe to support reef restoration, offering a much-needed boost to the vital conservation work already under way. I'm excited to see this collaboration going from strength to strength and hope to see lots of OSCARs being put to work in the future.

Another project that really stands out to me is the work we do with Deloitte around circularity. As our sport continues to see incredible growth around the world, it is all the more important that we work hard to reduce our overall impact on the planet and the pressures on global resources. Empowering our teams to explore ways of reducing waste, rethinking manufacturing processes and the materials we use and reuse – and becoming more sophisticated in how we measure circularity across our operations - has been a big focus over the last couple of years.

In 2024, we developed the first ever F1 Constructors' Circularity Handbook for our sport in partnership with the FIA and Deloitte, something we then gifted to the other teams to help us better manage and measure circularity across the board. We continued to evolve that thinking in 2025 and took significant steps to embed circularity into our production processes and decision-making.

Together with Deloitte and using Google's data processing tools, we are now working on developing a roadmap towards our moonshot: building a circular F1 car. This is no mean feat: it will require us to rethink every part of our production, the materials we use and ultimately how we design the race cars. But we like a challenge. In 2025, we achieved 22% circularity in our F1 constructor activities – so we have a long way to go, but I'm really encouraged by the strides we've made in this space.

Finally, I want to highlight the progress we've made in opening up pathways to women and under-represented groups in our sport. We're clearly still not where we want to be, but we're pushing hard to get there. We are the only team to run two cars in the all-female F1 Academy series, we have three talented female drivers in our Driver Development Programme, our NEXT programme continues to offer mentorship to young women in STEM, and 36% of our workforce is from under-represented backgrounds. I am immensely proud that the 11th and 12th woman to be on a Formula 1 podium both represented McLaren Racing: our CMO Louise McEwen and our CFO Laura Bowden. There are so many amazing opportunities across the team, let's keep pushing to get to a point of equal representation.

Reading this report, there are many more things to be proud of – 100% of our business travel and F1 charter logistics are now covered by our significant investment in sustainable aviation fuel, we reduced our operational emissions by 39% and we were ranked in the Top 75 most sustainable companies by Sustainability Magazine.

I want to thank the many people who made those achievements possible – I'm excited to see where we go next.

Zak Brown





A message from our Director of Sustainability

Performance is about how you achieve as much as what you achieve — and for me, that means delivering it sustainably. In 2025, we've applied the same racing mindset to our sustainability programme, looking at where sustainability and performance genuinely come together, and where the two can strengthen each other. In racing, performance is built on discipline, precision, learning quickly and always looking for the next marginal gain. I believe that same mindset can help us not only make our sport more sustainable, but also create positive impact far beyond our own footprint.

One thing I have learned is that progress in this space is rarely straightforward. It comes from staying focused on the long term, listening to what the data is telling you, and knowing that small gains, repeated consistently, can build into something much bigger.

You can see that in our 2025 results: we reached a 39% reduction in emissions within our operational control against our baseline, maintained our investment in sustainable aviation fuel to cover 100% of aviation emissions from business travel and F1 charter logistics, maintained 22% circularity in F1 car production during a high-development year ahead of the 2026 regulation changes, and did so with a more diverse team, with 36% now identifying with one or more underrepresented characteristics.

For me, the greatest opportunity is not only in improving how we go racing, but in applying that same mindset to challenges far beyond our sport. I am particularly proud of what we have achieved with the Great Barrier Reef Foundation and UNDO. Two years into those collaborations, we have helped increase the speed of coral cradle assembly by 800% and soil sampling by three times against their baselines — a strong example of how our performance mindset can support meaningful progress beyond the racetrack.

I also think it is important to acknowledge that none of this happens in isolation. In racing, performance is never down to one person or one team, and the same applies here. Much of the progress highlighted in our report comes from working across the business and with partners, suppliers, experts and community organisations who bring different perspectives and help us move further, faster.

I am also proud of the less visible work behind our 2025 progress. Better data, clearer governance and small improvements may not create headlines, but they are what give us the confidence to make better decisions, keep improving and push for more sustainable outcomes over time.

Our goals can still feel far away, and we do not have all the answers. But at McLaren Racing, we know that progress comes from staying focused, learning quickly and continuing to push for better. I hope this report encourages others to think about how their own strengths could help accelerate positive change — because when we apply that mindset, and work together, we can move faster on the challenges that matter most.

Kim Wilson





About McLaren Racing

McLaren Racing is an elite sports team and a rapid research and development lab. Whether designing and building Formula 1 race cars, delivering trackside operations, building our brand or supporting our people and operations, everything we do is driven by performance.

We harness our unique capabilities to deliver against ambitious targets, applying the same high-performance mindset to sustainability that we do to racing. We believe performance and responsibility go hand in hand, and that we can compete at the highest level while positively impacting people and the planet.

Our global platform, alongside our network of partners and global community of fans, enables us to champion sustainability beyond our own operations and use our influence to inspire progress across our sport and beyond.

McLaren Racing in 2025

1,362

Employees

88

Races

66

Podium finishes

21

Pole positions

21

Race wins

5

Series



World championships



About this report

Our 2025 sustainability report details our approach and performance in the calendar year from 1 January to 31 December 2025. The report aims to provide a transparent and balanced view of our performance across our value chain, including our operations both at our factories and at track. It covers our McLaren Formula 1 Team, Arrow McLaren IndyCar team, NEOM McLaren Electric Racing, McLaren Shadow F1 Sim Racing Team, F1 Academy, Heritage and testing programmes.

Through our Performance, Planet and People chapters, which align with the key themes of our sustainability strategy, we share progress against our sustainability targets, highlighting key achievements, partnerships and case studies that support our goals, while outlining our priorities for the future. This report reflects extensive data collection and analysis, as well as vital input from our stakeholders, and is aligned with leading sustainability reporting standards.

The standards we subscribe to include holding validated decarbonisation targets in line with the Science-Based Targets initiative (SBTi), externally verifying our greenhouse gas (GHG) emissions data in line with ISO 14064, and aligning with the Greenhouse Gas Protocol and Oxford Principles for Carbon Offsetting in pursuit of our climate goals. We also use industry-specific standards and guidance, such as the FIA 3-star environmental accreditation and the F1 Constructors' Circularity Handbook, to track our progress.

We are proud to partner with some of the best-known and innovative brands in the world. Together with our partners, we are driving positive change both in our own operations and far beyond the boundaries of our immediate reach. Our work with partners is included throughout this report, highlighting where our collaborations are accelerating progress.

[For further details on our strategy, governance and stakeholders, click here](#)



Sustainability report highlights

Performance

Ranked in the

top 75

most sustainable companies
by Sustainability Magazine.

Launched OSCAR, a machine which can
increase the speed of coral restoration by

800%

in the Great Barrier Reef.

47%

of our employees use health & wellbeing
services at the McLaren Performance Hub
at least once a week.

Planet

39%

reduction in operational
emissions vs. our baseline.

100% coverage

of business travel and F1 charter logistics with
sustainable aviation fuel, equal to 1.1 million US gallons.

Maintained

22%

circularity in our F1 constructor activities,
despite increased car development towards 2026.

People

Hosted a first-of-its-kind
London Live event, attended by

37,000

fans.

36%

of our team identify with one or more
underrepresented characteristics.

Our leaders became the

11th and 12th

women to stand on the podium in F1 history.



Report summary

Performance

The Performance pillar is where our work on our environmental, economic and social impacts intersects with the full power of our motorsport expertise. Our performance in sustainability also matters to us, and we're proud to rank in Sustainability Magazine's top 75 most sustainable companies. Four initiatives showcase how a commitment to positive impact can drive performance, and how we are uniquely placed to drive sustainability projects forward at pace.

This year, our Accelerator team identified transformative efficiencies for two environmental organisations delivering vital work. By collaborating with the Great Barrier Reef Foundation on coral reef restoration and with UNDO to improve soil sampling processes, we're continuing to demonstrate the value of applying high-performance, competition-driven expertise to environmental challenges.

The Optimum Nutrition McLaren Performance Hub (MPH) is at the heart of our approach to human performance. Now in its first full year of operation, the MPH is helping us to take a data-driven approach to health and wellbeing. With services from GP appointments to gym classes, and with a wealth of data on usage and requirements, we're better placed than ever to drive optimal wellbeing and performance for all our team members.

Our first-ever Environment Fair at the McLaren Technology Centre was an opportunity to showcase our work to the wider McLaren team, while nurturing cross-functional relationships that will reduce silos and help us harness our collective expertise to advance both performance and sustainability progress.

Planet

Our desire to grow as a team, organisation and global brand hasn't changed, but we want to grow in the right way, factoring environmental responsibility into our mission so that we can do more with less.

This pillar is built around our circular economy ambitions and climate action. Our continued partnership with Deloitte has seen us develop a roadmap to a circular F1 car, providing greater clarity on the key actions and milestones that will help us move closer to this moonshot aspiration. Meanwhile in our F1 operations we have introduced bio-derived tooling block and resin in our carbon fibre manufacturing, whilst improving waste management and segregation. Beyond our F1 car, we have continued to work on circularity of our food waste and licensed merchandise.

By focusing on areas under our direct control, we have been able to drive meaningful improvements, achieving a 39% reduction in emissions from fuel, facilities, logistics and business travel against our baseline, and maintaining progress against our climate goals of halving our emissions by 2030 and net-zero by 2040. This has been delivered through initiatives such as switching where possible to biofuels for road logistics, investing in sustainable aviation fuel certificates with Ecolab, maintaining 100% renewable electricity across our facilities, and supporting carbon removals projects. Forward progress from here will focus on accelerating engagement with our suppliers to address indirect value chain emissions, alongside reviewing and updating our targets in line with the latest SBTi Corporate Net-Zero Standard.

In 2025, we made significant improvements to the quality, coverage and robustness of our data, while continuing to deliver on key strategic projects. Our enhanced data foundation has enabled more accurate emissions calculations and supported the development of our circularity metric, providing deeper insight into our impacts and informing more effective action.

People

In 2025, we refreshed our diversity, equity and inclusion DE&I, and social impact strategies to embed inclusive, people-centred performance and strengthen accountability across our team, brand and industry. Our new DE&I framework and maturity model, which now includes intersectionality layers, guide our progress across leadership, data, learning and engagement, and is supported by improved insights from our Workday platform.

This year's diversity data marks a significant step forward, with progress in both the quality of our data and our workforce representation. Thanks to improved visibility through Workday and increased survey participation, our sample size is now almost six times larger than in 2024, giving us our most accurate and representative view ever. Over 36% of our people identify with one or more underrepresented characteristics, which brings us within reach of our 40% target – five years ahead of our 2030 goal.

This year we've also promoted the link between wellbeing and performance, and the importance of psychological safety and connection, supported by initiatives such as Mental Health First Aiders and programmes that harness the benefits of nature and biodiversity in mental wellbeing and recovery.

2025 was an incredible year to be a McLaren fan. As we continued to connect with our global fanbase through our digital platforms, we delivered our first-ever London Live event and brought the energy of the Paddock to Trafalgar Square for a free-to-attend experience for 37,000 people. We're continuing to support future science, technology, engineering and maths (STEM) talent through the McLaren Racing Engage and our NEXT programme, while the McLaren Driver Development Programme, fan engagement, and our drive to make diversity more visible, are helping the next generation see themselves in our sport and raise their aspirations.





Setting the standard for high performance

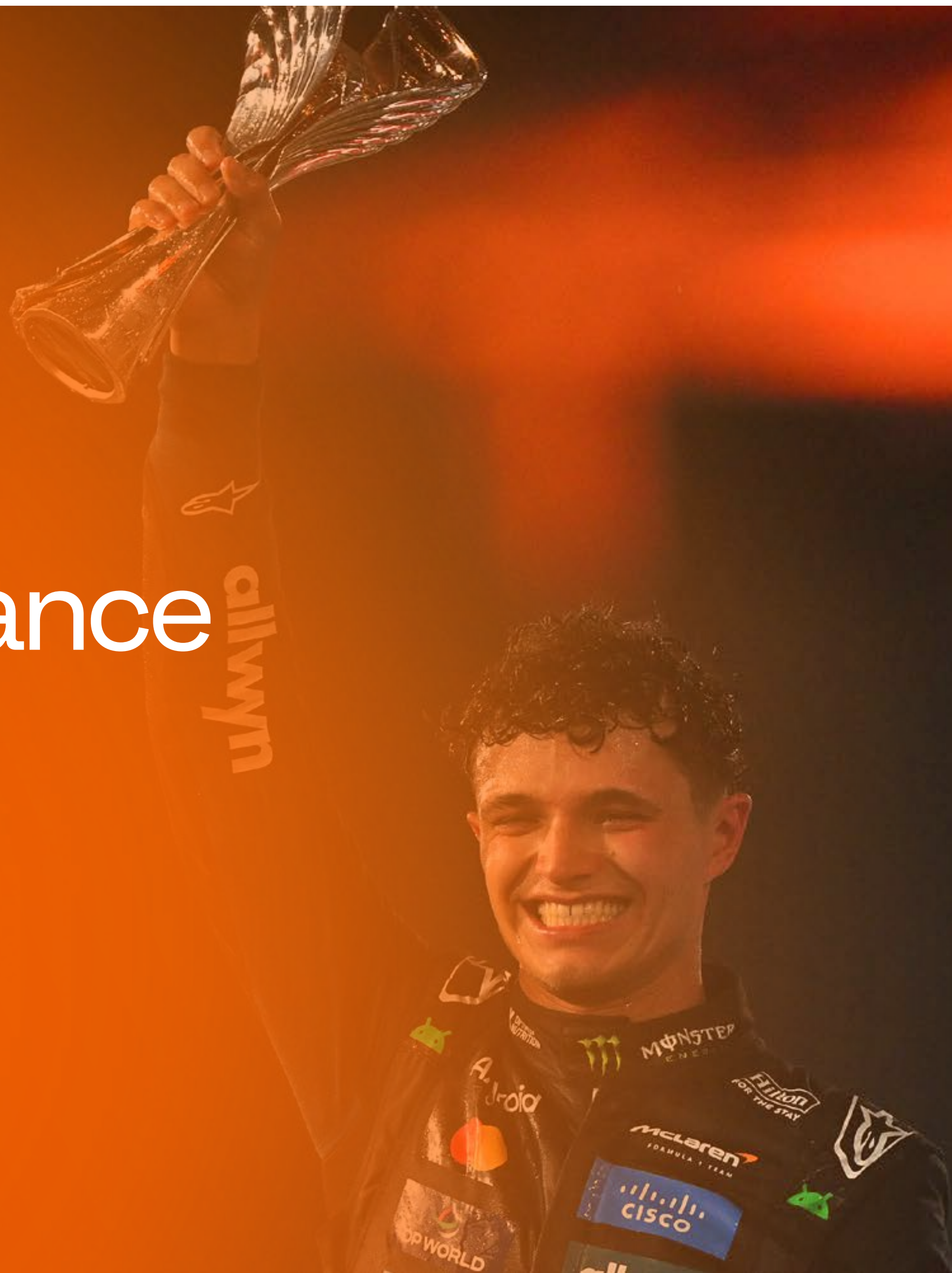
We have a strong history of leading sustainability in Formula 1, and increased investment since 2022 has embedded it into our everyday operations. As the first motorsport team to hold validated climate targets, we continue to work with partners, regulators and our sport to drive collective progress and a more sustainable future.

This year we were independently recognised in Sustainability Magazine as one of the world's top 75 most sustainable companies, further reflecting the progress we are making across our environmental and social priorities.

Pre 2021	2021	2022	2023	2024	2025	2026-2030 aims
<ul style="list-style-type: none"> – 2013 first F1 team to achieve FIA 3* environmental accreditation – 2019 McLaren Applied 'Future Grand Prix' study – 2020 ventilator challenge 	<ul style="list-style-type: none"> – Eliminated single-use plastics from trackside operations – Began using 100% renewable electricity and LED lighting at our HQ, the McLaren Technology Centre (MTC) 	<ul style="list-style-type: none"> – Entered electric racing with Formula E and Extreme E – First F1 team to appoint a Director of Sustainability – Committed to net-zero by 2040 in line with the Science-Based Targets Initiative (SBTi) 	<ul style="list-style-type: none"> – Launched Climate Contribution Programme with three environmental projects – Highest ranked motorsport team in the Global Sustainability Benchmark in Sport ratings – First F1 team to use recycled carbon fibre on an F1 car – First team to have its net-zero target validated by the SBTi – Influenced financial regulations to allow exclusion of sustainability activities from cost cap – Began using renewable diesel in our IndyCar logistics – Adopted 28% bio-based resin in one grade of carbon fibre 	<ul style="list-style-type: none"> – Invested in 1m US gallons of sustainable aviation fuel (SAF) to cover 100% of our business travel emissions – Switched to hydrotreated vegetable oil for road vehicles leaving the MTC – Developed the F1 Constructors' Circularity Handbook – First F1 team to calculate and publish circularity metric 	<ul style="list-style-type: none"> – Led circularity working group with FIA and F1 teams – Continued to cover 100% of business travel with SAF investments – Expanded SAF programme to cover 100% of F1 charter logistics emissions – Kicked off circular economy programme in production 	<ul style="list-style-type: none"> – Achieve 50% GHG reductions vs baseline – Set and achieve a circularity target for our factory operations – Sustain our SAF investments in business travel, and expand our coverage of air logistics to 100% – Sustain 10% carbon removal credit purchasing



Performance





The racing edge

As a motorsport team, we are in a unique position to use our expertise to accelerate progress in sustainability, applying a racing mindset to sustainability and a sustainability mindset to racing. The same capabilities that allow us to model race scenarios, anticipate risks and adapt quickly, can also help us better understand our environmental impacts and develop more effective solutions. Our Performance pillar brings together our environmental, social and economic priorities with the full strength of our Formula 1 expertise.

This performance lens shapes our approach in two ways. The first is through our Accelerator team, which allows us to use our technical expertise and problem-solving capabilities to develop and scale practical sustainability solutions more efficiently. The second is by unlocking our competitive spirit and harnessing a culture of competition to drive us to set ambitious targets and push beyond incremental progress. By combining innovation, speed and accountability, we aim to demonstrate how high-performance thinking can accelerate meaningful sustainability outcomes.

Our approach is one of the reasons we were independently recognised by Sustainability Magazine as one of the world's top 75 most sustainable companies.

This list recognises 250 global leaders across industries, reflecting their performance in environmental impact, social responsibility, governance, strategy and innovation.



[Read the full list here](#)



Fast-tracking coral reef recovery



Great Barrier
Reef Foundation

Accelerating performance with OSCAR

Coral reefs are among the most vulnerable ecosystems on the planet, and without urgent action at scale, 90% of them could be lost by 2050.

This is a critical decade for coral reefs, with rising ocean temperatures driving more frequent bleaching events and placing reefs under increasing pressure worldwide.

Our partnership with the Great Barrier Reef Foundation (GBRF) is helping to shift the trajectory — scaling proven restoration approaches and supporting reefs to recover and adapt to a changing climate.

¹Calculated as the difference between average manual assembly and automated assembly speeds.



Since 2023, McLaren Accelerator has partnered with the GBRF, leveraging F1 ingenuity to help speed up and scale coral restoration by identifying and overcoming bottlenecks and barriers to speed and affordability.

Our work has focused on improving the efficiency of coral restoration processes, helping to move them from largely manual approaches to more scalable, high-efficiency operations. Early interventions included optimising coral tile cutting, improving larvae tray handling, and streamlining device assembly, delivering immediate efficiency gains and laying the foundation for automation.

This year we made a major breakthrough with the development of Machine One, now known as OSCAR, the Operational System for Coral Assembly and Restoration. OSCAR is a robotic assembly system that can quickly and cost-effectively prepare corals for planting by building coral restoration devices at unprecedented scale and with a major cost reduction. These devices, made up of specially engineered pods that provide the ideal surface for coral larvae to attach and grow, are assembled into larger reef structures ready for deployment. OSCAR represents a step change in capability, enabling the production of more than one million devices per year whilst cutting the time it takes to assemble one device down to 10 seconds – that's an 800% increase in efficiency compared to manual assembly¹.

This technology has the potential to increase coral production tenfold while reducing costs by up to 80%, making large-scale reef restoration more viable than ever before. With Factory Acceptance Testing completed in early 2026, OSCAR marks a pivotal milestone in scaling restoration efforts, and exemplifies the very best of the Accelerator team and McLaren's capabilities. By applying high-performance analysis and engineering to environmental challenges, we have the power to drive meaningful impact on a global scale.



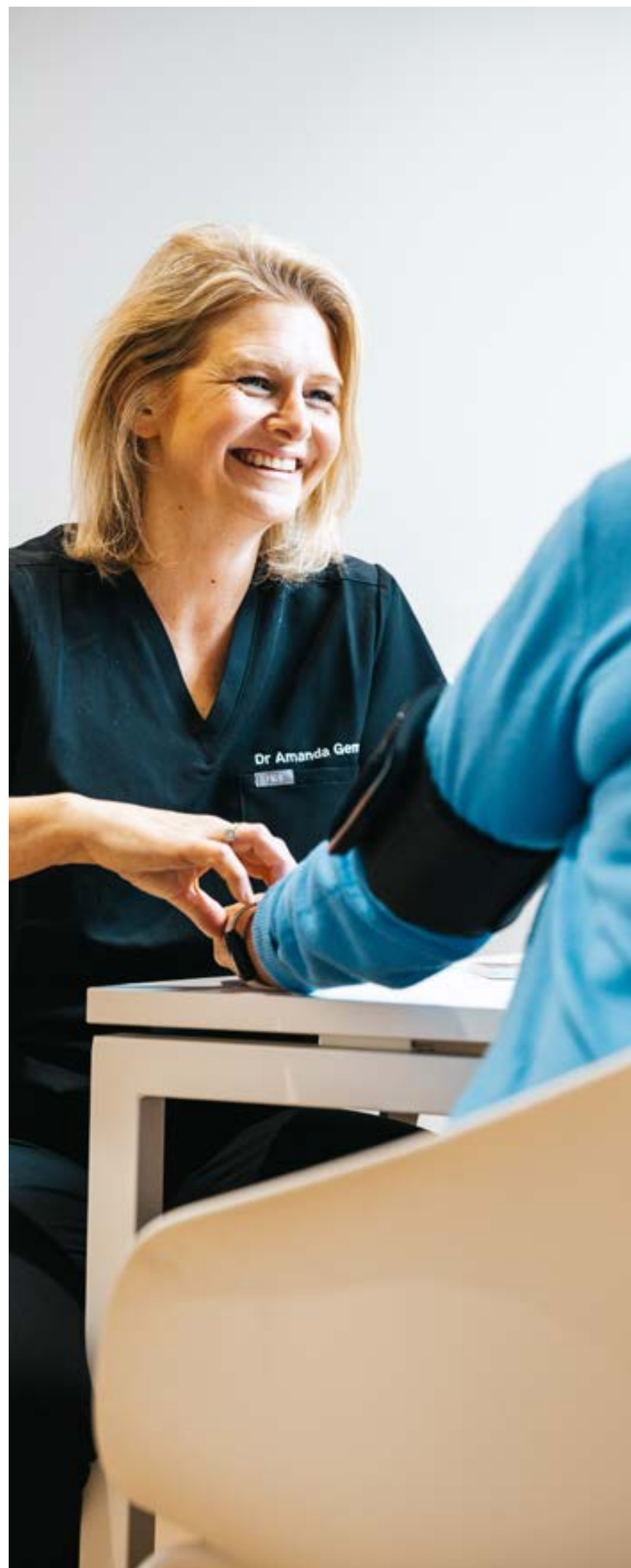
UNDO

Soil sampling: cutting emissions and accelerating efficiency

Since 2024, we have partnered with UNDO to support their enhanced rock weathering process, which removes carbon from the atmosphere by spreading crushed rock on farmland. As well as funding carbon removals projects that support our net-zero targets, we saw an opportunity to apply F1 capabilities to UNDO's soil sampling processes. Soil sampling plays a critical role in measuring carbon sequestration and validating impact, but traditional methods are manual and rely on fossil fuel-powered equipment.

Our Accelerator team could see there were opportunities for efficiencies that could reduce emissions, so they conducted a technical value stream mapping session to understand UNDO's needs and identify bottlenecks to achieving their goals. The team developed a lightweight, renewable energy-powered sampling solution using adapted drilling technology and engineering expertise, which has significantly improved ergonomics, reduced manual effort and streamlined the extraction process.

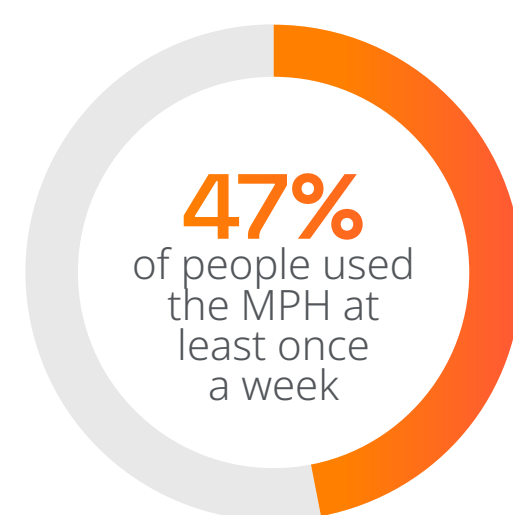
The latest prototype has reduced soil sampling time by 70% and cut associated emissions by 90%, while improving reliability and ease of use. This work reflects our ambition to make partnerships deliver more for the planet and shows what's possible when we offer our technical capabilities to solve real-world sustainability challenges. Development continues into 2026, with further refinements planned to enhance durability and support long-term deployment.



McLaren Performance Hub

Delivering human performance

Our health and wellbeing strategy aims to set the standard for high performance in sport, and one of our key enablers is the Optimum Nutrition McLaren Performance Hub (MPH).



The MPH is a state-of-the-art facility offering a range of services from physiotherapy appointments to yoga classes. By bringing these services – that are free to all team members – directly into the workplace, we remove both the time and cost barriers that can prevent individuals from prioritising their health and wellbeing.



In 2025, we saw an increase in popularity not only due to our expanding services, but because of dedicated, targeted campaigns. 47% of people used the MPH at least once a week across the year, and in October we recorded our highest attendance, with 803 employees (60% of total visitors to the MTC) using the facilities at least once.

Thanks to a wealth of data and insights, from facilities use statistics to survey feedback, we're able to run data-driven campaigns across a range of health topics tailored to employee needs. Our first onsite flu vaccination campaign saw us administer 387 flu vaccines, while our prostate cancer awareness campaign, offering PSA (prostate specific antigen) blood tests, led to screenings for 137 employees and education sessions for 180 people. Many colleagues chose to attend in groups, which helped normalise engagement with healthcare and fostered a shared sense of responsibility for wellbeing.

In 2026, we'll continue to use data to inform our monthly campaigns, many of which align with national awareness campaigns, such as Mental Health Awareness Week and Bowel Cancer Awareness Month.



I'm incredibly proud to be part of the McLaren Performance Hub and to see the real difference it makes, not just to people's physical health, but to their confidence and peace of mind. It's about more than appointments; it's about building trust, offering guidance, and helping people feel supported, empowered and able to thrive.

Dr Amanda Gemmill, General Practitioner, McLaren Performance Hub



McLaren Environment Fair

Performance thrives on collaboration, connection and a sense of shared purpose, and we know that when people feel informed and involved, they are more empowered to contribute ideas and drive change. Our first ever Environment Fair was an opportunity to celebrate our sustainability achievements to date, and to help others across McLaren Racing to engage more deeply with our programme.

The Environment Fair took place in June on the MTC boulevard and through interactive displays and hands-on activities, we created a welcoming environment where teams could connect, ask questions and better understand how their roles contribute to McLaren Racing's ambitions. The aim was to make sustainability feel both tangible and relevant by giving people greater visibility of what we do and what sustainability means in practice – whether we were explaining the difference between diesel and biofuel, giving people a taste of McLaren honey, or showing the benefits of seaweed packaging over plastic.

10 interactive stands offered a wide range of activities, including upcycling demonstrations, circular economy quizzes, climate action showcases, biodiversity initiatives, and community-focused challenges. Partner organisations also hosted stands to bring valuable external expertise and real-world perspectives that helped connect our work to wider global efforts.



Around 122 employees attended the Environment Fair, representing approximately 10% of our workforce. Feedback was overwhelmingly positive, with many colleagues gaining a deeper understanding of the scale, ambition and impact of our sustainability work. By encouraging people to see how they can contribute to our goals and operations, the event helped to build enthusiasm, strengthen relationships and reduce the risk of silos, reinforcing the importance of shared ownership and collective action. The Environment Fair will return in 2026 to allow us to continue building momentum and engagement across the team.



I found the conversation around reusing waste tooling board really interesting and inspiring – especially the idea of turning it into new products.

Lewis Valentine, Support, Machining Technician



Planet

3



Circular economy

With the pressures and constraints on global resources and supply chains, circularity is essential for long-term performance. This is why we have worked to empower our teams to explore ways of reducing waste and emissions, and rethink how we design, use, and retain the value of materials. We've improved our data quality and visibility, which is allowing us to better identify and prioritise opportunities for positive impact, driving innovation and shaping more effective collaboration with suppliers and partners.

Our ambition to create a circular Formula 1 car provides a unifying goal that aligns teams and drives progress across materials, manufacturing and operations. By working towards circularity at the highest level of performance, we signal demand to suppliers, strengthen supply chain resilience, improve resource efficiency and unlock new ways of working. Innovation in Formula 1 has always led the way, and the progress we make here has the potential to drive wider change across our business, our sport and consumer industries.

2021

Setting our moonshot goal

We set our ambition to create a circular Formula 1 Car, realising the need to reduce life cycle emissions in our manufacturing and the opportunity to drive innovation. An early collaboration with composite manufacturer Bcomp on a flax-fibre race seat for Lando Norris marked an early and tangible step towards integrating circular materials into Formula 1 applications.

2022

Embedding lifecycle assessment and using more flax fibre

To build a clearer picture of emissions hotspots across materials, production and use, we completed a materials screening of the Formula 1 car. Our collaboration with Bcomp progressed from individual components to structural applications, manufacturing flax-fibre composite bodywork elements, testing flax keel panels on the car at the Abu Dhabi Grand Prix.

2023

Data-driven circularity and recycled carbon fibre

The first team to calculate the total mass of materials entering and leaving our factory operations, we estimated that we had an annual throughput equivalent to approximately 550 Formula 1 cars. This analysis highlighted the importance of off-car materials in achieving meaningful circularity. We became the first Formula 1 team to race with recycled carbon fibre through our collaboration with V Carbon, and we introduced bio-derived resin as standard in one of our grades of carbon fibre.

2024

Measuring circularity across Formula 1

Commissioned by the FIA and developed in collaboration with Official Transformation Partner Deloitte, the F1 Constructors' Circularity Handbook codified a methodology for calculating material circularity in the highly specialised context of F1, marking a shift from trial-scale innovation to consistent measurement and data-driven decision making. We applied the approach laid out in the Handbook to calculate our circularity metric, which details our use of bio-based or recycled materials as well as the proportion that are reused or recycled at end of life.

2025

From measurement to production-led circularity

We took significant steps to embed circularity directly into our production processes and decision-making, strengthening our understanding of material use, manufacturing and waste flows, and collaborating with Deloitte to develop a roadmap towards a circular F1 car. We also began using Official Primary Partner Google's suite of data processing tools to enhance and improve our circularity metric calculation.

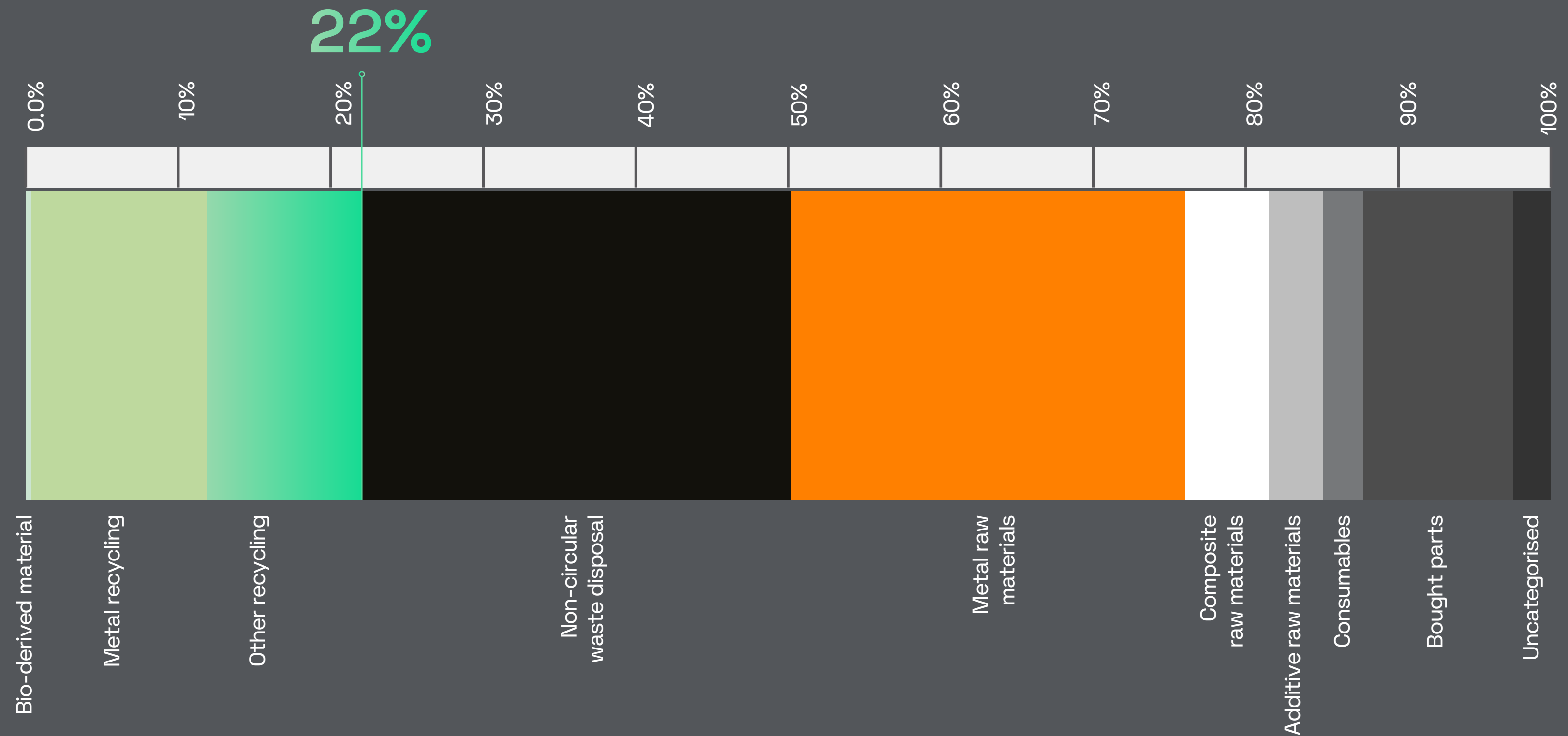


Our circularity metric

Our circularity metric is not only a tangible measure of progress towards our circular F1 car ambition, but it is also an indicator of sustainability improvements and innovation across our operations and supply chain – demonstrating what is possible for the future of our sport.

We have followed the F1 Constructors' Circularity Handbook guidance to calculate the circularity of our F1 car chassis production. Expressed as a percentage, the metric considers materials going both into our factory for car development and manufacture, and the material disposed of afterwards – we refer to these as “inflows” and “outflows”, and we measure them by weight. For a clear picture of our raw material consumption, we divide the weight of circular material inflows and outflows by the total material inflow and outflow, arriving at a single percentage. A circularity metric of 100% would represent a fully circular F1 chassis.

Last year we calculated our circularity metric for the first time, and with the benefit of better data and calculation methods, we have recalculated it as 22%³. Our circularity metric for 2025 remains at 22%. In a high-development year, this is an encouraging figure and represents an increase in bio-derived and circular material inflows, offsetting an overall increase in material consumption and slight decrease in circular outflows. The battery diagram provides a snapshot of the combined material inflows and outflows that make up this metric. The current score of 22% comprises recycled metals, bio-derived materials (mostly from bio-derived tooling board), general waste recycling and hazardous liquid recycling. Achieving optimal waste management – where all material outflows are reduced, reused or recycled – would increase our circularity score to 50%. Moving beyond this requires addressing the volume and type of materials used in car design and production, which we have started doing for some key materials.



³Calculated in accordance with methodology presented in the F1 Constructors' Circularity Handbook. See Appendix A for further details.



Breaking down circularity

The Sankey diagram visualises our F1 inflows and outflows by material group. Through this improved visibility of our highest-contributing materials and waste streams, we can prioritise future initiatives and establish internal key performance indicators to measure impact.

Metals and tooling board remain our largest material inflows, while hazardous waste continues to represent the largest share of our non-circular outflows. In 2025, we used three materials which have contributed to an increase in circular inflows: carbon fibre composite containing 28% bio-derived epoxy, flax fibre composite, and tooling board containing bio-derived content used in composite manufacturing.

Google

Automating our circularity metric process with Google

To calculate our circularity metric and generate the Sankey diagram that visualises our material flows, we developed an easy-to-use digital tool hosted on Google Cloud Platform. The tool automates the process of calculating the metric, helping us run it in a consistent and repeatable way.

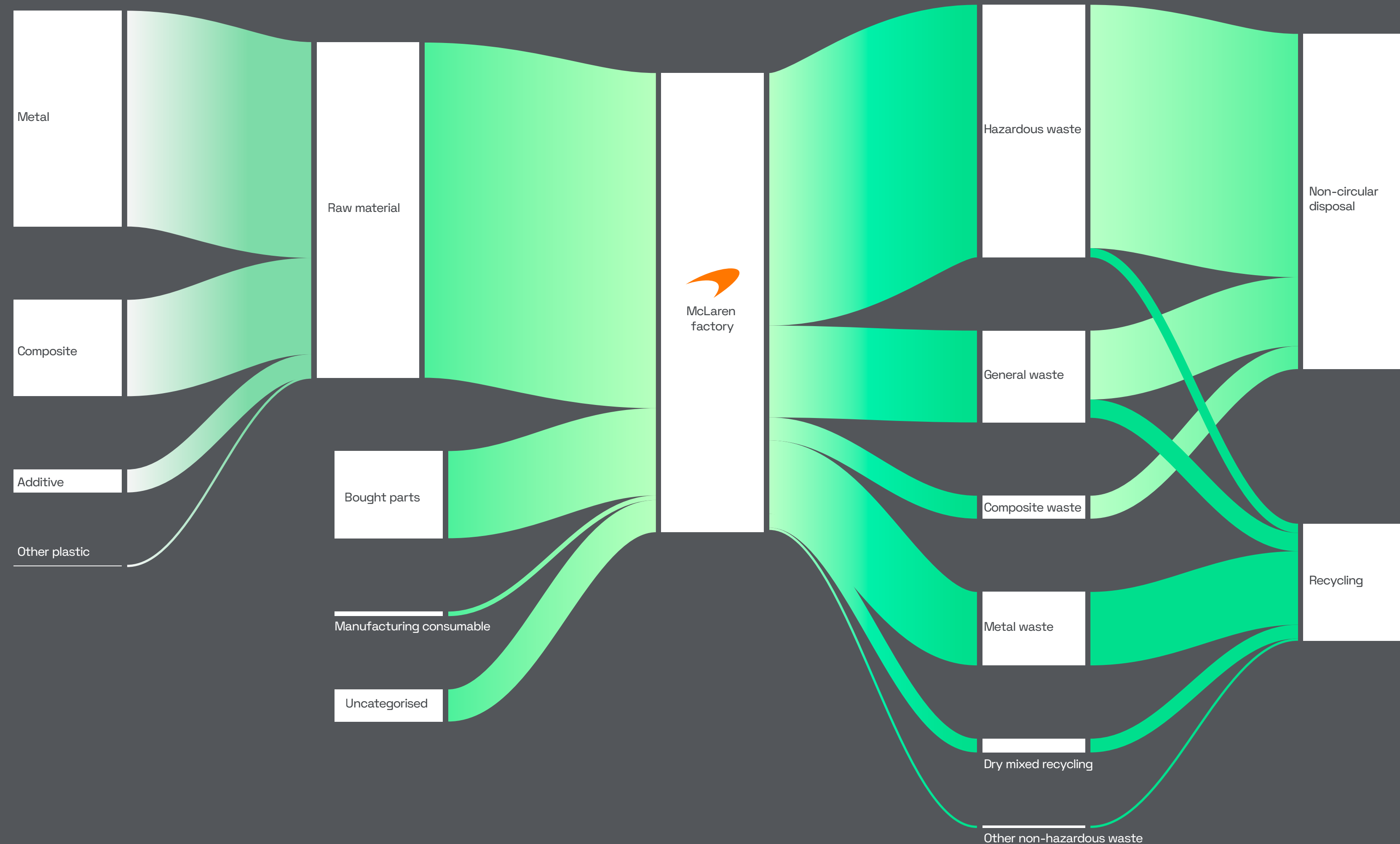


Diagram is indicative and not to scale



Circularity in a high-development year

Thanks to the improvements to our waste processes and data, as well as enhanced supplier insights and the use of bio-based materials, we have maintained our circularity metric in 2025 despite the high levels of pre-season development and associated material purchases in preparation for Formula 1's radical technical regulation changes in 2026.

While we produced and purchased a higher number of parts to support car development compared to 2024 – we reduced overall waste by 14%, and the proportion of waste generated relative to material inflows fell significantly. We also disposed of less metal than in previous years, which reduced overall outflow circularity since all metal waste is recycled. With raw materials and purchased parts accounting for most of our material inflows, we are developing a supplier engagement toolkit to identify and prioritise partnerships that take a proactive approach to circularity.

Our circular F1 Car strategy is designed with impact in mind; it prioritises action where our material footprint is most significant, so we can build a framework around circularity hotspots. We have a specific focus on looking for advancements in the use of recycled and bio-derived alternatives where performance allows, and on how to keep valuable resources in circulation for longer within our production processes.

5.7
tonnes of our
tooling board
in 2025 was
bio-derived⁴

Total
waste
down
↓ **14%**⁵

⁴Bio-derived tooling content certification provided by suppliers. Total mass of circular material taken from stock management data.

⁵Calculated as the difference in total waste relating to F1 car production for all sites in 2025, compared to 2024. Data supplied by our waste management provider.



Roadmap to a circular F1 car

Building a circular Formula 1 car requires us to rethink every part of production, from the materials we use to the way we design, build and manage the lifecycle of our cars. The aim of our roadmap is a viable, targeted and data-driven plan that balances the adoption of existing technologies with a forward-looking perspective on regulatory shifts, allowing us to adapt to and lead in an evolving landscape.

Built on five key pillars, the roadmap is designed to drive innovation and lasting impact by uniting technical expertise, data-driven insights, our people, partners, and supply chain behind a shared vision. Our learnings will inform how we set circularity metric targets from 2026.

We know that creating a circular car requires more than just incremental improvements; it demands a significant shift in how we operate. That's why we're committed to working together with industry leaders to share knowledge and embrace innovative solutions that will not only benefit McLaren Racing, but the wider world of motorsport and beyond.

Deloitte.

Our collaboration with Deloitte

Since 2020, our partnership with Official Transformation Partner, Deloitte has been central to our circularity ambitions and our goal of designing and building a circular F1 car.

2025 marks our third year working with Deloitte on the circular F1 car programme, and it follows the success of our collaboration on the F1 Constructors' Circularity Handbook. This year, we worked with a dedicated, cross-functional Deloitte team to develop a clear, data-driven roadmap towards a circular F1 car.



Circular F1 Car roadmap

A programme as ambitious as our Circular F1 Car needs structure and strategy to drive it forward.

We have categorised the broad range of activities we need to achieve our vision of creating a circular F1 car into five pillars, each with short-term opportunities and long-term requirements for us to meet our goal. These pillars are F1 manufacturing, Data, People, Supply Chain and the F1 Ecosystem. Supply chain is further broken down into upstream (the suppliers we purchase goods and services from) and downstream (waste management and material reprocessing).



Under each pillar sits a range of initiatives, each of which will positively impact our circularity metric once implemented, either directly or indirectly. Together these initiatives make up the roadmap that will move us forward from our current circularity score of 22%, and towards the ultimate goal of 100%. The full roadmap naturally contains details which we can't share publicly; however the table below summarises the pillars and themes of the initiatives which make up the roadmap, split between short-term opportunities and long-term requirements to reach our goal.

We know that creating a circular car requires more than just incremental improvements, it will require a significant shift in how we operate. That's why we're committed to working together with industry leaders, sharing knowledge, and embracing innovative solutions in pursuit of our vision. This roadmap sets the direction of travel towards achieving that vision.



	Circularity pillars	Short-term opportunities	Long-term requirements
In our control	F1 Car manufacture	We reduce manufacturing waste, trial zero-waste processes.	All materials are used for as long as possible and with no wastage.
	Data	We continuously improve data quality to drive decision-making on circularity initiatives.	
	People	Our people support and are engaged, with our circular F1 car mission, fundamentally enabling us to deliver it.	
In our influence	Supply chain: upstream	We trial bio-derived, recyclable, and recycled alternatives for key materials.	All materials are 100% bio-derived, reused or recycled, and meet the performance needs of our F1 car.
	Supply chain: downstream	We obtain full visibility of waste processing and improve recycling rates. We trial innovative recycling methods and supplier take-back schemes.	No waste goes to energy recovery or landfill. All materials are recovered and recycled for use at McLaren or in other industry.
	F1 ecosystem	We collaborate within F1 on circularity in non-performance areas, supported by the sport and regulator.	Power unit and tyre manufacturers are engaged to improve circularity beyond the F1 car chassis.



Our vision of a Circular F1 Car

Building a circular car requires systemic changes, both in our factory and across the wider supply chain. We need to work closely with suppliers and recyclers to build systems that allow improved circularity of the materials, consumables, and tools we use to create our F1 car. This is our vision of what it will take to achieve our moonshot goal.

SUPPLIERS

We have a supplier ecosystem where high-performance raw materials and parts are made from recycled or bio-derived materials as standard. Our supply chain mirrors the circular processes of our own factory. We source materials through take-back schemes to maximise process efficiency and circularity whilst securing consistent supply.



OUR FACTORY

In a circular factory, everything is designed to maximise material efficiency whilst minimising waste and eliminating single-use consumables entirely. We design components around the use and reuse of circular materials. Any material that leaves the factory is segregated for recycling, and nothing goes to landfill or incineration.

RECYCLING

Where material reduction or reuse aren't possible, we rely on accessible and at-scale external recycling infrastructure. Innovative processes for segregation and recycling allow high-value materials to remain in useful circulation and accessible to remanufacturers, without compromising performance.



Circularity in F1 car production

Swarf management

Swarf refers to the metal offcuts, shavings and filings generated during machining processes such as cutting, drilling and milling metals such as titanium, aluminium and stainless steel. Building on our work in 2023, when we introduced a new titanium compactor machine to reduce metal waste contamination, in 2025 we focused on how to improve the quality and value of swarf. This required us to address two priority areas: reducing contamination from coolants and oils, and preventing the mixing of different metal types. We carried out a review of where contamination might occur, how to maintain segregation, and the most effective formats for recycling, including the use of existing compactors, and we are also working with our waste management partner to understand how we can prepare our waste to achieve the highest recycling value.

Waste segregation

In 2025, we focused on improving waste segregation, collection processes and data accuracy to better understand our material flows and maximise opportunities for recovery, especially regarding hazardous waste materials – the largest waste stream from our composites manufacturing. Reducing hazardous waste is critical from a circularity perspective, as materials placed in hazardous waste streams are typically sent for energy recovery through incineration, meaning valuable recyclable materials cannot be recovered and kept in use. Our work resulted in a 40% reduction in hazardous waste disposal in our composites manufacturing compared to 2024⁶, leading to us repeating the approach in other manufacturing areas.

Bio-based resin in our carbon fibre

We use carbon fibre across a range of our manufacturing, from the car itself to garage equipment and tooling. While it is lightweight and less impactful on our circularity metric than metals or tooling block, it is still an important component of our manufacturing operation and overall material footprint – as well as being synonymous with Formula 1 and high-performance applications. Since 2023 we have used 28% bio-based resin as standard in many of our carbon fibre parts, both on and off the F1 car⁷. This resin makes up around half the mass of the finished carbon fibre material and presents an opportunity to improve the circularity of our other materials.

⁶Calculated as the difference in hazardous waste relating to our composites production site in 2025, compared to 2024. Data supplied by our waste management provider.

⁷Bio-derived content evidenced by supplier certification. Quantity of material consumption is derived from stock management data.

Innovations in circular tooling block

Composite tooling block is our third largest raw material by mass and therefore, a circular approach affords a significant opportunity to reduce waste and lower our overall material consumption. Since May 2025, we've moved towards a larger proportion of bio-derived tooling in our CF manufacturing, which marks an important step in improving the circularity of this material and has sparked further exploration of possible end-of-life solutions and optimisation.

Additive sustainability trials.

This year, we explored opportunities to improve the sustainability of our prototyping and additive manufacturing processes. As part of this work, we supported a master's research project investigating the recycling of production waste and continue to explore alternative end-of-life pathways for these materials in future years.





Circularity beyond racing

Merchandise and responsible reuse

Products of Change

We understand the value of the McLaren brand and the pride and connection our fans feel when wearing items that bear our logo. This year we became members of Products of Change, a network of brands, manufacturers and retailers all seeking to accelerate positive environmental and social impact through education and collaboration.

Surplus with purpose

In 2025 we looked for ways to extend the life of surplus products while supporting charitable causes. This included a team sale of discounted clothing, and a lucky dip-style sale, which raised £12,000 for the Grand Prix Trust, Charlie's Promise and White Lodge, and found new homes for around 10,000 items.⁸

A second life for hospitality kit

Following our withdrawal from Formula E, we conducted a stock take of our hospitality kit and found new uses for many elements including shelving, reception desk and dressing. Rather than disposing of these items, we refurbished, rebranded, and put them to use in our Papaya Club hospitality from 2025. Anything that was not reused was returned to the manufacturer for reuse or recycling, rather than disposed of.

Our Formula E uniforms were also repurposed by our World Endurance Championship team at Le Mans 2025.

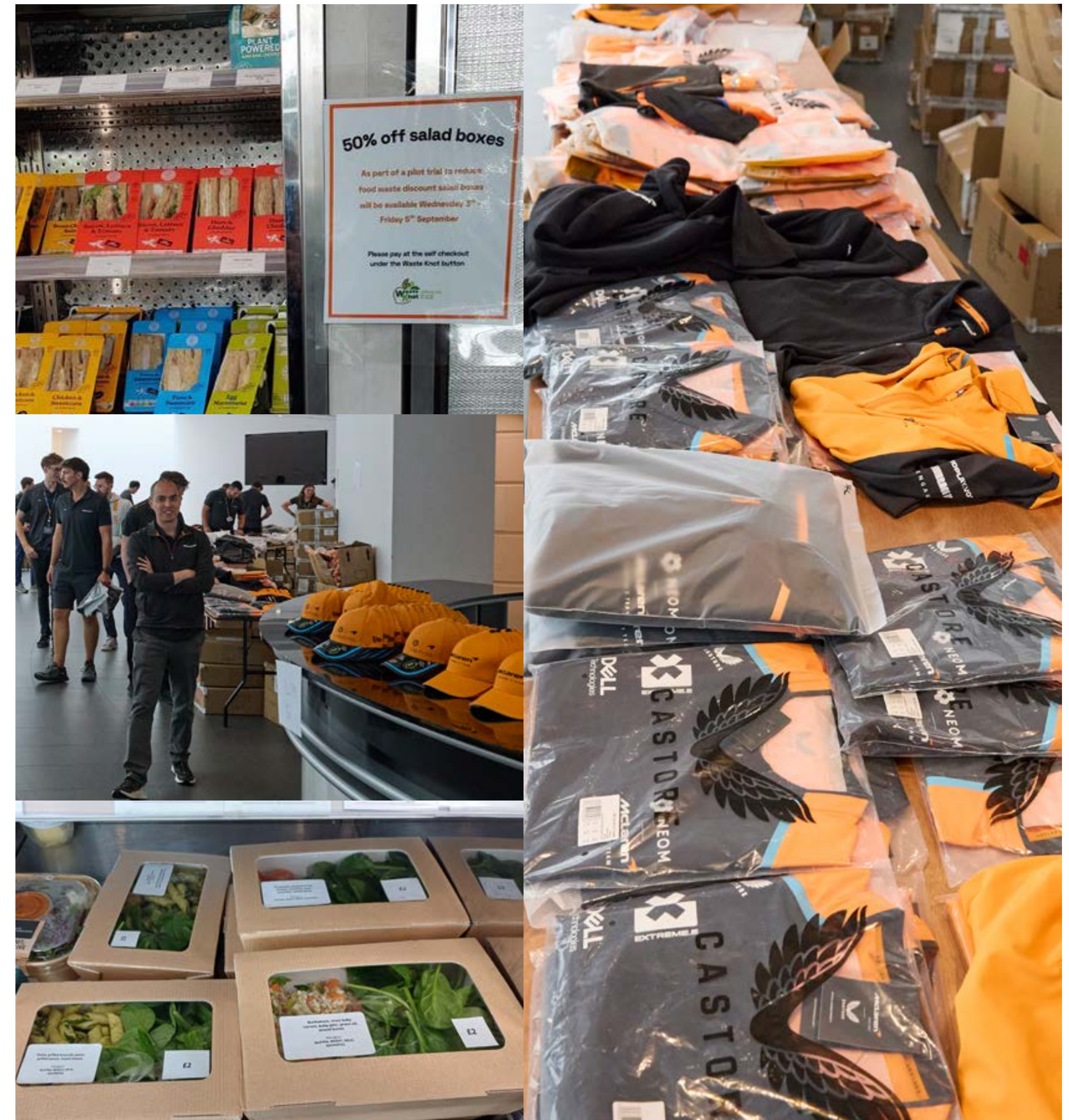
Community wood recycling

We partnered with social enterprise network Community Wood Recycling, to divert 14.5 tonnes of wood from the waste stream and save seven tonnes of CO₂e, while also offering social benefits to disadvantaged people⁹. Through labour-intensive activity and training, Community Wood Recycling helps people with a range of barriers to employment – including ex-offenders and those living with addiction, mental health issues or learning difficulties – to grow in confidence and improve their employment outlook.

Food waste

We work with suppliers who help us reduce food and packaging waste. As part of our education and awareness activities during Zero Waste Week (1st-5th September 2025), we highlighted some of the innovative approaches that our catering suppliers are adopting at the MTC.

- Every month, Waste Knot helps us save 26kg of vegetables and 80kg of fruit from waste, by supplying us with surplus fruit and vegetables that farms would otherwise throw away. That's equivalent to saving 250 meals per month¹⁰.
- Through Olio, we have donated 347 items of surplus packaged food to low-income households, which helps us reduce food waste while supporting communities.
- Notpla's 100% natural seaweed packaging is fully compostable. In 2025, we introduced a takeaway tax to encourage people to bring their own reusable takeaway boxes.
- Aqua Libre help us continue our commitment to removing single-use plastic (SUP) through filtered water taps. In 2025, the taps in the MTC restaurant served more than 43,000 litres of water. That's saving about 86,000 single-use plastic bottles¹¹.
- Zero Waste Week also saw us run a pilot scheme to reduce food waste. By selling discounted salad boxes of surplus salads in the restaurant honesty section, we reduced food waste, while offering nutritious food out of hours, particularly benefitting the night shift team.



⁸Quantities derived from sales data collected by McLaren Racing during sale events, and charity partners.

⁹Data supplied by our charity partner.

¹⁰Underlying data provided by our catering and food disposal suppliers, and charity partners. Meal donations based on each 0.42kg of food equalling one meal equivalent.

¹¹Volume data derived from automated data collection systems in our taps. Plastic bottle reduction based on each 500ml serving equalling one bottle saved.



Climate action

Climate action is a core part of our responsibility as a sports team and global brand. We are committed to achieving our targets of halving our GHG footprint by 2030 and reaching net-zero by 2040, while also using our platform, expertise and partnerships to contribute to wider solutions. Our history of leading initiatives demonstrates our commitment to reducing our environmental impacts and cutting emissions while leading sustainability progress across our sport.

Pre-2021

Building our energy foundations

We began transitioning our operations towards lower-carbon energy by introducing renewable electricity at the MTC. This marked an early step in reducing emissions from our facilities and laid the groundwork for further action across our operations.

2021

Validating our commitment

We became the first Formula 1 team to calculate a comprehensive baseline carbon footprint across our operations. The milestone helped us better understand where emissions occur and informed our commitment to reach net-zero by 2040. In 2021 we also began making logistics improvements that would reduce transport related emissions, such as shifting certain freight movements from air to sea.

2022

Testing lower-carbon solutions

As part of our efforts to explore practical alternatives to conventional fuels across all our sites and racing series, we began piloting lower-carbon fuel alternatives, in our F1 operations. We continued our efforts to lightweight and optimise our logistics, diverting freight from air to sea transport to save on cost, emissions and efficiency.

2023

Setting the standard

We became the first F1 team to obtain third party verification of GHG emissions data and validate its climate targets in line with the SBTi, and as part of a broader strategy to address residual emissions, we began partnering with UNDO and Mombak on carbon removal projects. We also began using renewable diesel to fuel our IndyCar road logistics.

2024

Decarbonising logistics and operations

We accelerated our work reducing emissions from logistics and operations by introducing the biofuel hydrotreated vegetable oil (HVO) within our Europe-bound F1 road logistics, and we began investing in sustainable aviation fuel certificates (SAFc) with Ecolab to cover 100% of business travel. With the help of our Official Logistics Partner DP World, we trialled low-emission freight options from the United States Grand Prix in Austin to Las Vegas.

2025

Expanding our SAF programme

We expanded our SAF programme to cover 100% of Formula 1 charter logistics, representing a significant step in addressing one of the most substantial sources of emissions within our global operations. We also advanced our use of data to inform our climate strategy and began working on initiatives to address emissions across our supply chain.

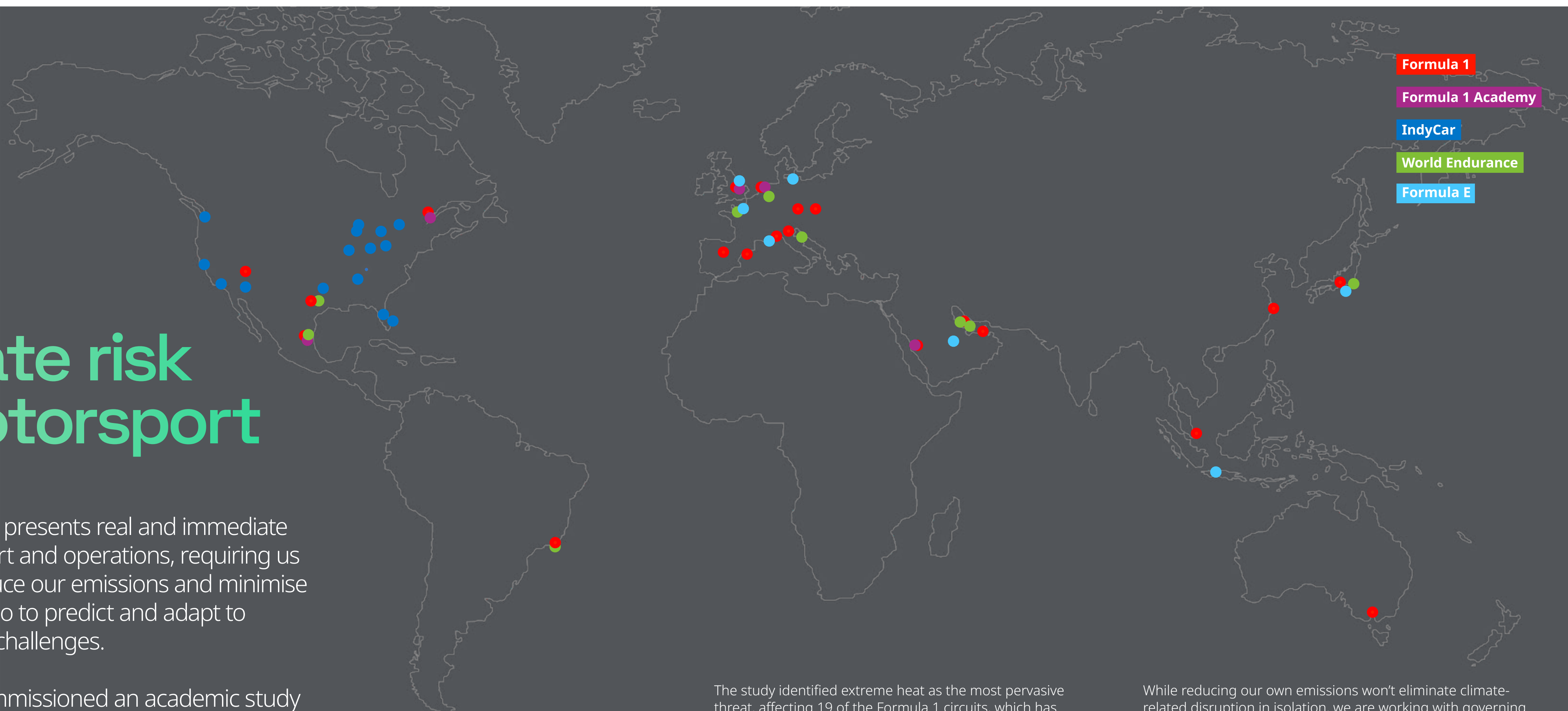


Climate risk in motorsport

Climate change presents real and immediate risks to our sport and operations, requiring us not only to reduce our emissions and minimise impacts, but also to predict and adapt to environmental challenges.

In 2023, we commissioned an academic study into climate risks in motorsport, which highlighted the need for officials to consider adaptations to motorsport race calendars and operations to address evolving environmental challenges, potentially influencing practices in the wider automotive industry¹².

[12Read the study here](#)



The study identified extreme heat as the most pervasive threat, affecting 19 of the Formula 1 circuits, which has implications for race operations, team wellbeing and event viability. The 2025 inclusion of the “heat hazard” clause in the FIA’s F1 Sporting Regulations – requiring weight limit adjustments and a mandated driver cooling system when forecasts predict temperatures of 31° Celsius or higher – shows that climate-related risks are already influencing how our sport plans for safety and competition. Flooding was found to pose risks to 18 locations, poor air quality to 10, and heavy rainfall a threat to seven and recent race disruptions, such as Imola 2023, Qatar 2023 and São Paulo 2024 reinforce the need to anticipate and manage these risks.

While reducing our own emissions won’t eliminate climate-related disruption in isolation, we are working with governing bodies, organisers and our peers to raise awareness, inform decision-making and support more climate-resilient events. This includes advocating for responsible race scheduling and putting measures in place to protect our people, ensuring we are prepared for the evolving realities of a changing climate.

A follow-on study also assessed climate risks to Formula E and IndyCar race locations, particularly considering the different climate challenges across North America where IndyCar races take place.



Our 2025 footprint

We want to celebrate the dedication and teamwork that have powered the rapid growth of our fanbase, partnerships and global operations, and delivered an historic tenth Constructors' World Championship and Lando Norris' first World Drivers' Championship. At the same time, we are committed to ensuring that our growth supports, rather than holds back, our environmental progress.

In 2025 we focused on reducing emissions in the areas most directly within our control, and our progress here reflects a deliberate effort to prioritise operational changes that deliver measurable reductions while maintaining the performance standards required in elite motorsport.

Our business travel emissions and our Formula 1 charter logistics are now fully covered by our sustainable aviation fuel (SAF) investments, while we continue to explore opportunities to address remaining emissions – primarily coming from road transport, sea freight and IndyCar operations. Our electricity-related emissions represent electricity consumption on a location basis, and while we maintain 100% renewable electricity at our Woking and Indianapolis sites, we are set to reach 100% renewable electricity coverage across all our sites from 2026. The continued growth of our business has increased our supply chain emissions, which now represent a larger share of our footprint than ever before.

Due to significant methodology updates to our GHG emissions calculations, with more advanced tools and new data sources, we have retroactively updated our emissions baseline. For more detail on our methodology enhancements, see Appendix B

Third-Party Logistics

Covered by SAFc:
2,306 tCO₂e (2%)

Other logistics emissions:
5,814 tCO₂e (5%)
Third-party air, road and sea freight to races

Business Travel

Covered by SAFc:
8,562 tCO₂e (8%)

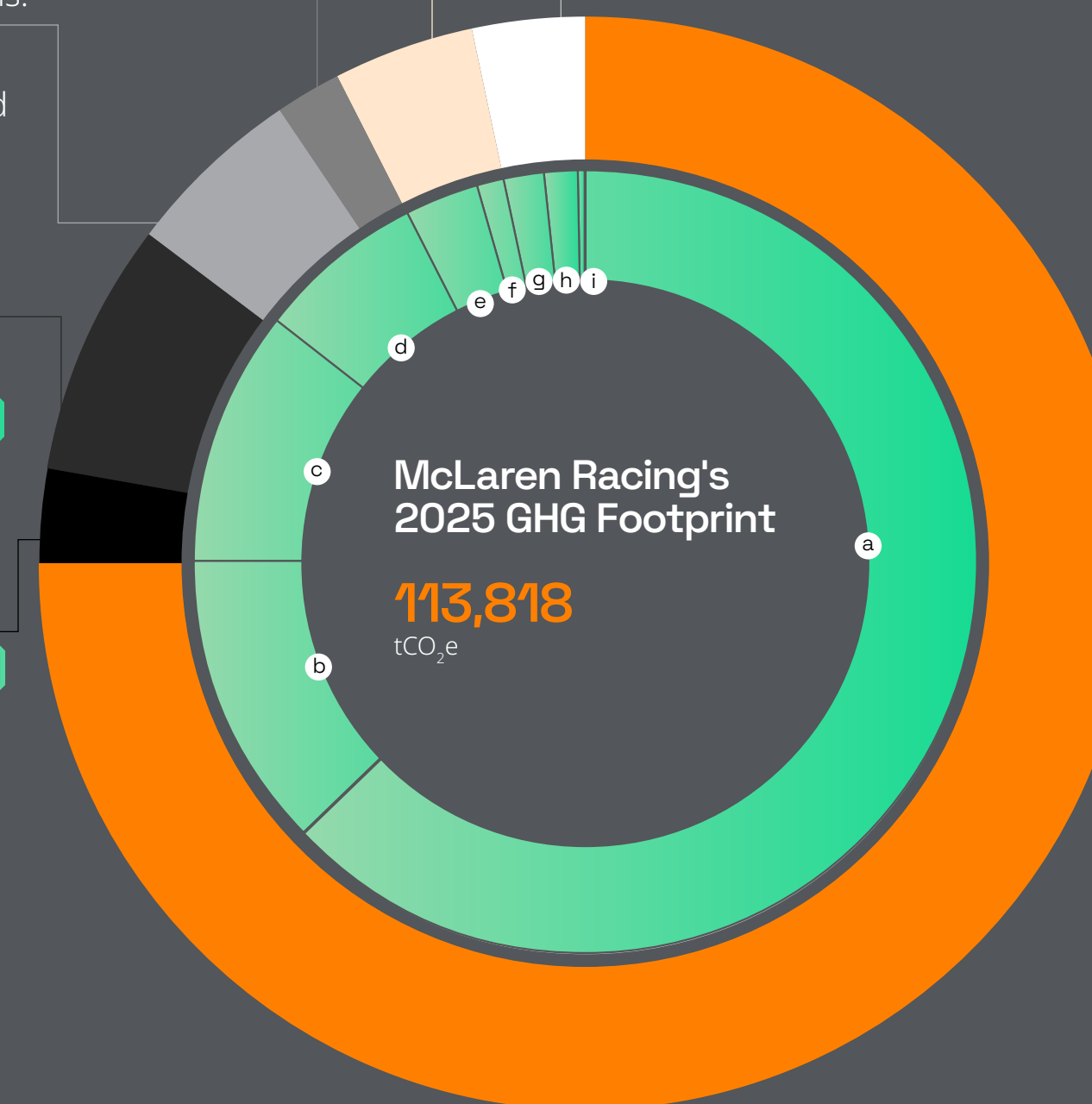
Other business travel emissions:
3,152 tCO₂e (3%)
Team travel by air, road and rail, including to race events

Fuel & Facilities

4,633 tCO₂e (4%)
Fuels burned for our own operated logistics, heating and generators, and electricity consumption

Other

3,687 tCO₂e (3%)
Smaller emissions categories including employee commuting, waste, and life cycle of McLaren merchandise



Supply Chain

85,664 tCO₂e (75%)
Goods, services and infrastructure which supports our operations, including the materials used to develop and build our F1 Cars

alteryx

Environmental data science with Alteryx

In 2025, we continued to use Official Partner Alteryx to support teams across our business functions, Alteryx also supports our emissions and circularity metric calculations by connecting our business information systems and aggregating data from a range of sources. These sustainability metrics provide us with the key insights that inform our strategy and allow us to measure the effectiveness of our interventions.

a Scope 3 Category 1:
Purchased Goods & Services

b Scope 3 Category 2:
Capital Goods

c Scope 3 Category 6:
Business Travel

d Scope 3 Category 4:
Upstream Transportation & Distribution

e Scope 2 location-based (2.9% of total):
Purchased Electricity

f Scope 1 (1.2% of total):
Direct Emissions

g Scope 3 Category 7:
Employee Commuting

h Scope 3 Category 3:
Fuel- & Energy-Related Activities

i Scope 3 Category 5, 11, 12:
Waste Generated in Operations, Use of Sold Products, End-of-Life Treatment of Sold Products



Progress against our targets

Through using lower-carbon fuels like HVO biodiesel and sustainable aviation fuel (SAF), implementing operational efficiencies across logistics and travel, and working within our ecosystem to drive collective action, we have achieved strong reductions in emissions categories which are closer to our operations. This is a positive sign that our efforts and initiatives are having an impact, mitigating emissions relative to the size of our business and operations. Through our SAF programme, operational projects, and taking advantage of more streamlined race calendars, we have achieved significant reductions against our baseline in our scope 3 (indirect) emissions across all major categories excluding supply chain. We have also realised a 30% reduction in scope 1 and 2 (fuel- and energy-related) emissions against our baseline¹³, before considering our renewable electricity usage. This puts us on track for our climate targets in these emissions categories.

Meanwhile, emissions from our supply chain and other scope 3 categories such as merchandise, have increased as our business has grown. Managing our emissions as our business grows is imperative, especially now that we have demonstrated the effectiveness of our operational decarbonisation initiatives. Our objective is to ensure that we can continue to operate and grow as a business whilst adopting lower-emission ways of working with our suppliers and partners.

Changes in GHG emissions vs. baseline

Business travel

-62%

Third-party logistics

-47%

Fuel & facilities

-30%

Supply chain

+34%

Other

(merchandise, commuting, etc.)

+50%



Exciting developments on the horizon seem set to continue our growth, as we re-enter the World Endurance Championship in 2027, expand our events schedule, and invest in new infrastructure. We remain committed to decoupling the scale and speed of this growth from our environmental impacts, recognising that meaningful long-term progress relies on us working closely with our suppliers and partners to drive emissions reductions across the value chain.

Taking responsibility for our supply chain impacts remains a key priority as we continue to strengthen collaboration and influence with our suppliers. We are investigating ways in which our ambitious decarbonisation targets can accommodate our growth, and we are working with the SBTi to ensure that we maintain the highest standards and credibility as we seek to address our supply chain emissions intensity.

¹³Calculated as the net difference in Scope 1 and 2 emissions in our 2019 baseline year, compared to 2025. For further details, see [Appendix D](#)

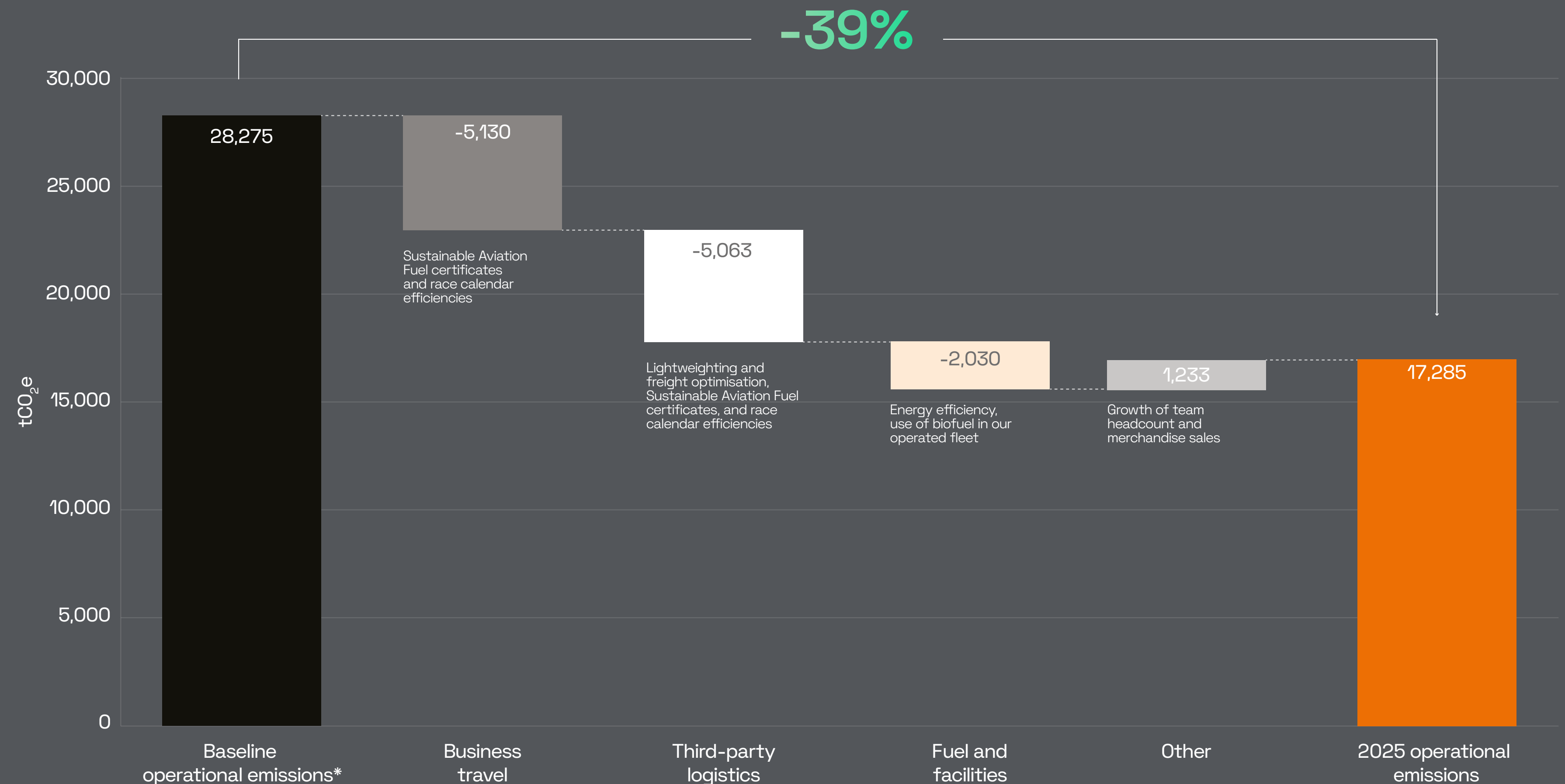


Movements in our operational emissions

Since publishing our first annual sustainability report in 2022, McLaren Racing has grown. We have more fans, more partners, a larger supplier base, and we participate in more races across a wider range of racing series. How we operate in the context of this growth presents opportunities to reduce our emissions by adapting how we deliver, rather than delivering less.

The majority of our footprint is made up of our supply chain emissions, which sit outside of our own operations and are intrinsically linked to business growth. If we examine the changes in our operational GHG emissions since we set our baseline – that is to say, everything except supply chain – we can see how effective each of these initiatives has been at reducing emissions in its category.

The changes we have made across our business since we set our emissions baseline in 2022 have resulted in a 39% reduction in operational emissions, including our use of sustainable aviation fuel certificates.



*operational emissions exclude Scope 3 emissions from purchased goods & services and capital goods.

Baseline year for Scope 1 and 2 emissions is 2019; baseline year for Scope 3 emissions is 2022.







Emissions per race

To track our decarbonisation progress in the context of our activities, we monitor our performance against an intensity metric which expresses our emissions on a per-race basis. Our emissions per race data shows a reduction in average emissions in the context of an expanded race calendar. From a 2022 baseline of 2,859 tCO₂e per race across all series, average emissions in 2025 fell by 13% to 2,493 tCO₂e per race. This demonstrates not only the progress we have made in reducing our operational emissions, but also the sustainability benefits of having more on-track action per weekend, through sprint races in F1 and double-headers in Formula E.

Formula 1 emissions per race decreased by 11% over the same period. IndyCar emissions per race increased, although they remain lower than Formula 1 due to the regional nature of the calendar, with races held within the US and Canada rather than globally. The 2025 figures include the impact of our investment in sustainable aviation fuel certificates (SAFc). We do not report emissions per race for F1 Academy or the F1 Esports Series, since these races sit outside of McLaren Racing's operational control.

* Using no. of races from 2022 seasons

** 2025 emissions figures include our investment in SAFc

tCO ₂ e	tCO ₂ e per race		Difference
	Baseline*	2025**	
	2,859 across 39 races and 3 sprints	2,493 across 56 races and 6 sprints	-13%
	3,071 across 22 races and 3 sprints	2,741 across 24 races and 6 sprints	-11%
	387 across 17 races	483 across 17 races	+25%
	n/a	102 across 15 races	n/a



Emissions reduction in action

Cutting our reliance on diesel

Our continued use of the biofuel hydrotreated vegetable oil (HVO) for all outbound truck logistics to European races is helping us stay on track to achieve our 2030 scope 1 science-based target of reducing emissions by 80% from 2019. In 2025 we identified challenges to this initiative and explored ways to improve availability of refuelling points that could help us increase our use of HVO for European road logistics towards 100%.

To further support the use of diesel alternatives, we've been participating in Formula 1 Management's Event Energy Transition (EET) programme, which seeks to improve sustainability at European trackside operations through a mix of HVO generators, solar energy and local grid electricity. While this benefits all teams, it represents an important system-level reduction in operational emissions that we're proud to contribute to.

Show car logistics

With careful planning and scheduling we can significantly reduce our environmental impact, and one area where we've worked to optimise logistics is with our show cars. In 2025, through substantial improvements to our multi-event planning, we were able to limit unnecessary transport and reduce journeys back to the UK. We were also able to use sea freight instead of air freight to move some of our show cars with reduced emissions, a change made possible by better forward planning. By optimising sequential routing, we avoided unnecessary journeys and associated emissions on European and international events.



ECOLAB®

Investing in sustainable aviation fuel with Ecolab

Official Partner Ecolab has enabled McLaren to cover 100% of its aviation business travel emissions with the use of sustainable aviation fuel (SAF) certificates, advancing our decarbonisation journey whilst not compromising our ability to race.

In elite global sport, aviation is both essential and emissions-intensive. For McLaren Racing, addressing the impact of air travel – across race logistics and business travel – is one of the biggest opportunities to reduce emissions in the short term and contribute to the growth of the sustainable fuels market.

Through its involvement in the Greater MSP Development Partnership SAF Hub in Minnesota, Ecolab is supporting the use of approximately one million US gallons of SAF annually, generating enough reductions to cover all of McLaren's business travel by air. This collaboration demonstrates immediate, measurable and innovative emissions reductions in an area where sustainable alternatives are limited.

McLaren has strengthened this investment by participating in Formula 1's voluntary SAF logistics scheme, covering 100% of freight for the 2025 season and avoiding an additional ~2,000 tonnes of CO₂e.

Ecolab shares our commitment to science-based, ambitious climate action. Together, we are using SAF to tackle one of the hardest-to-abate areas of our operations, while helping scale solutions needed beyond Formula 1. Our investments also signal long-term demand for SAF, supporting producers and infrastructure while accelerating adoption at scale.

While the SAF market continues to evolve, the direction of travel is clear. For McLaren and Ecolab, this collaboration is not about future promises – it is about using solutions available today to reduce emissions, help scale cleaner fuels, and demonstrate what climate action looks like in the high-performance industry of Formula 1.

By investing together in SAF, McLaren Racing and Ecolab are helping accelerate the transition to lower-carbon aviation – proving that performance, partnership and progress can move at the same speed.



Organisations must shift towards carbon removals, which remove carbon from the atmosphere to counterbalance residual emissions and achieve net-zero. Those targeting net-zero with the use of credits will need to increase the proportion that comes from carbon removal, rather than from emission reductions, aiming to reach 100% carbon removal credits by the global net-zero date.

Oxford Principles for Net Zero Aligned Carbon Offsetting

Carbon removals

Achieving our 2040 net-zero target will require us not only to make substantial emissions reductions but also to balance these by removing residual emissions through durable, verifiable carbon removal. The Intergovernmental Panel on Climate Change (IPCC) recognises carbon-removal technologies as key in addressing the climate crisis, and in 2023 we partnered with carbon removal organisations Mombak and UNDO to remove excess carbon dioxide from the atmosphere and store it for the medium to long-term.

Our approach to carbon removal is guided by the Oxford Principles for Carbon Offsetting, which prioritises carbon removal projects over carbon avoidance ones. We are committed to using high-quality carbon removal credits to meet our net-zero target by compensating our residual emissions as we work towards a 90% emissions reduction by 2040.

UNDO

UNDO's mission is to permanently remove carbon dioxide from the atmosphere by speeding up rock weathering, a natural process where rain falls through the atmosphere and absorbs CO₂ to form carbonic acid. This weak acid reacts with rock and soils, which UNDO then spread on agriculture land, permanently locking away CO₂ for more than 100,000 years. It also has community co-benefits such as improved soil and crop health.

Mombak

Mombak deliver large-scale reforestation projects in the Amazon rainforest. They cultivate native, biodiverse forests that remove carbon from the air, while enhancing biodiversity and foster socioeconomic development in local communities. We've invested in nature-based carbon removal credits with Mombak, expected to remove over 14,400 tCO₂e over the project lifetime.



Carbon labelling

In 2025, we started looking at ways to promote greater awareness of carbon emissions in catering and hospitality, to help people make a clearer connection between individual choices and climate impact. We began adding carbon labelling at the MTC and across our hospitality menus for VIP events, conferences and meetings.

Streamlining ticketing

To minimise waste and improve user experience, we streamlined ticket packaging and distribution, prioritising collection at team hotels, and using existing freight to avoid individual deliveries. Papaya Club tickets are now digital, and event information is shared through a single Linktree, reducing paperwork and email attachments.

Lower-impact kit care

This year we took steps to ensure our team and travel clothing was washed in more environmentally friendly ways, using a supplier who use cleaning technology that removes the need for traditional chemical detergents, while significantly reducing hot water consumption. To minimise single-use plastics, laundry is also delivered in reusable cotton hampers, while plastic hangers are returned for reuse.

Setting the standard for suppliers

Our work with the procurement team has been a cornerstone of our 2025 strategy and builds on important foundational activities carried out in previous years. From 2022 to 2024, we collated supplier emissions data to help us identify where the greatest opportunities for positive environmental impact and GHG reduction lay. This year we started analysing that data and kicked off conversations with key suppliers to better understand their emissions, with a view to co-developing GHG reduction strategies.



People

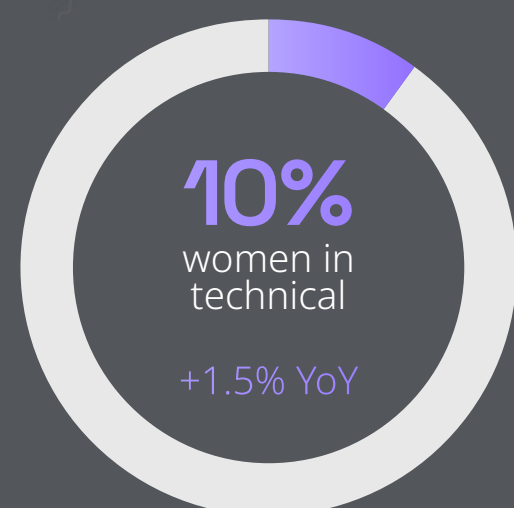
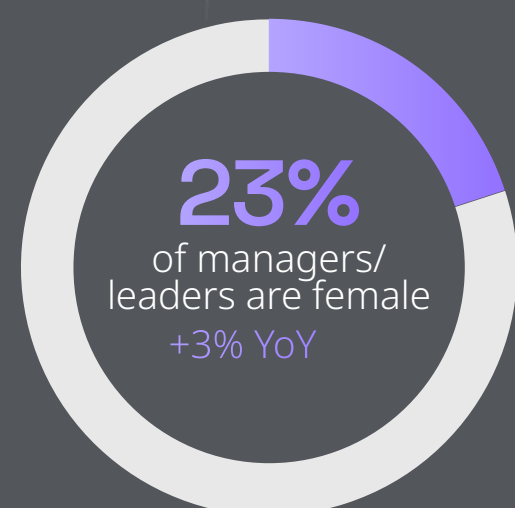
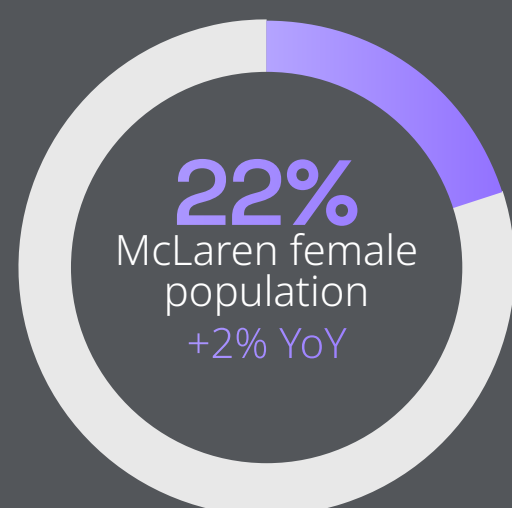
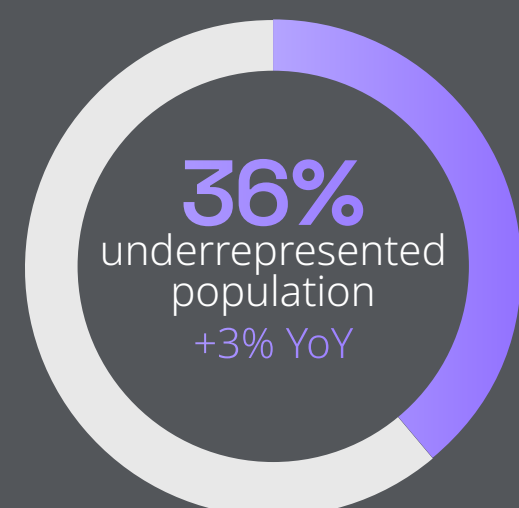




107 USA employees
1255 UK employees
1362 Total employees

Our progress in 2025

High performance starts with people, and in 2025 we began to deliver on strategies that support our team and strengthen our influence.



We refreshed our diversity, equity and inclusion (DE&I) and social impact strategies to strengthen accountability, improve decision-making and embed inclusive, people-centred performance across our team, brand and industry. A new DE&I framework and maturity model now guide our progress across leadership, data and reporting, learning and development, and engagement, while our systems provide enhanced people data to track progress and inform decisions.

Our wellbeing strategy focuses on psychological safety, belonging and high performance, supported by Mental Health First Aiders at the factory and trackside; our leaders continue to set the tone through external engagement and industry influence, reinforcing inclusion as a performance priority.

We continue to strengthen inclusive recruitment pathways through McLaren Racing Engage initiatives that open up access to technical and business roles and attract more diverse talent to areas where representation has been historically lower. Mentoring programmes and structured career conversations further support fair decision-making and help create an environment where diverse talent can progress and succeed. We extended our STEM ambassador network and embedded STEM activations into major fan events such as London Live and Austin Live, particularly inspiring young people from underrepresented communities.

While we are seeing positive momentum, women remain underrepresented across engineering and technology roles,

comprising 16.9% of the UK engineering and technology workforce (Engineering UK, 2025). This context reinforces the importance of our continued focus on attracting, developing and retaining female talent within STEM roles at McLaren Racing.

We also strengthened pathways for emerging female talent through our F1 Academy participation and driver development programme, increasing visibility of diverse role models across engineering and performance.

Our focus now shifts to embedding inclusive high performance across our talent pipelines, partnerships, and fan engagement, positioning us as a leader and benchmark for industry-wide change.



High performance is integral to our culture at McLaren Racing, and it is strengthened by a diversity of thought, experience and perspective. Our people strategy brings together inclusion, wellbeing and opportunity to create an environment where individuals feel supported, psychologically safe and able to perform at their best. At the same time, our social impact programmes help broaden access to motorsport careers, building a more diverse future talent pipeline while reinforcing the inclusive culture that underpins our performance today.



1. Our People

Inclusion is a high-performance lever; we focus on embedding it within our culture, behaviours, structures, and processes as a team.

2. Our Brand For Good

Utilising the McLaren Engage platform to foster impactful, inspiring, and meaningful initiatives that attract diverse talent and fans.

3. Our Industry

Be a leading voice for innovation and change, we influence the industry in how we promote and raise awareness of inclusion, diversity and equity throughout the motorsport ecosystem.



Our People

Creating an inclusive high-performance culture starts with a sense of belonging and approach that embeds inclusion in every stage of our employee life cycle, including recruitment, development and retention.

With 36% of our team now coming from underrepresented backgrounds, we are now just 4% away from our 2030 target of 40% - a figure that represents women, people from diverse racial and ethnic backgrounds, persons with disabilities, neurodivergent individuals, members of the LGBTQ+ community and those from lower socioeconomic backgrounds.

Women represent 22% of the McLaren Racing workforce, with 10% in technical functions - an increase from 7% in 2024. 7% of our team identify as coming from diverse ethnic backgrounds, compared with a UK national average of 19% (Census 2021). 3% identify as LGBTQ+, close to the national average of 3.2%. 7% of employees identify as having a disability (national average 17.8%), while 8% identify as neurodiverse. In addition, 21% of our workforce come from lower socio-economic backgrounds, compared with a national average of 28.9%.





Our People



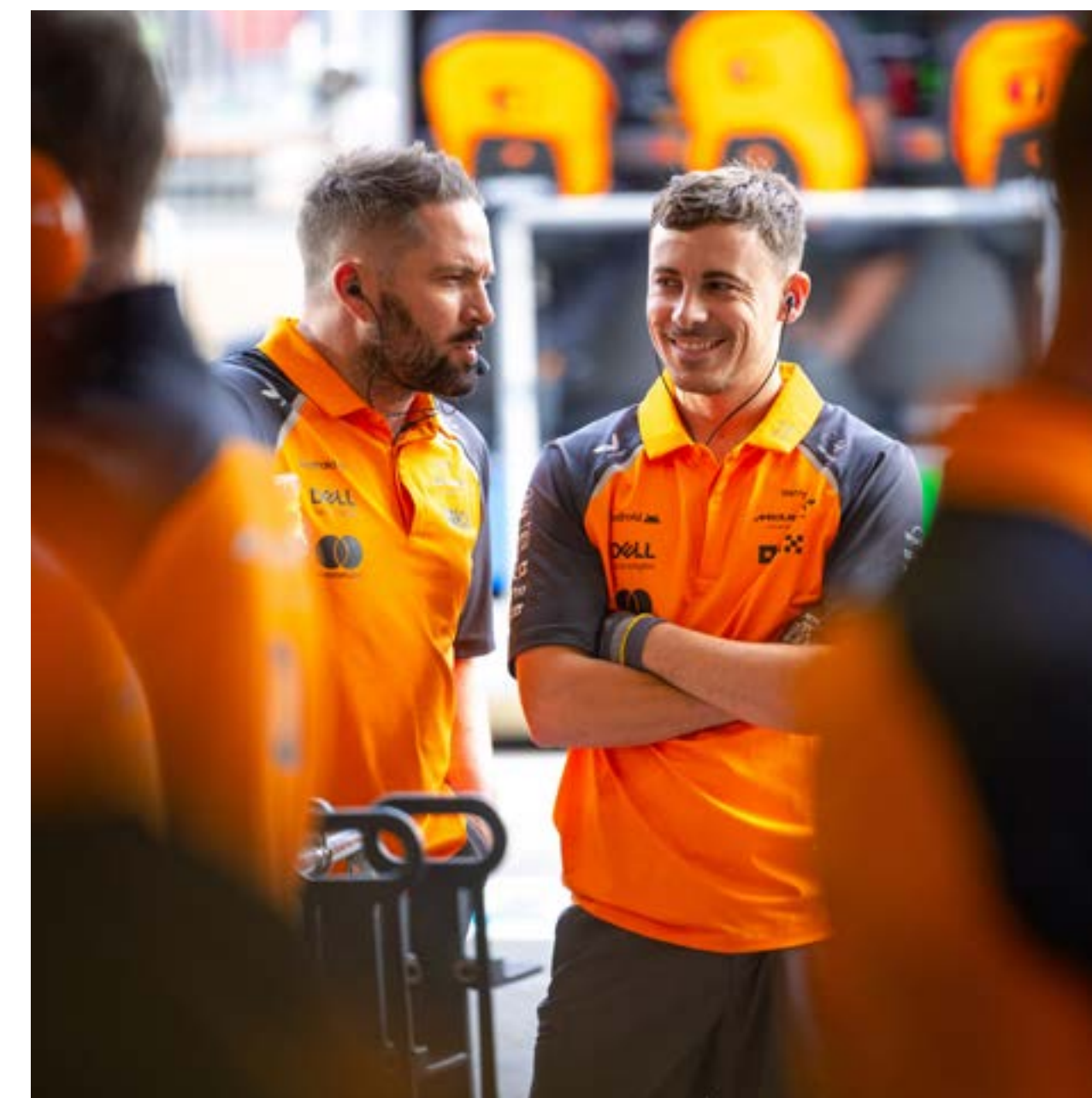
Gender pay gap report 2025

In 2025, the UK's national gender pay gap stood at 12.8% based on median hourly earnings for all employees, and 6.9% for full-time employees, according to the Office for National Statistics (ONS). Women remain underrepresented in STEM occupations, accounting for around 24% of the UK STEM workforce and less than 17% of the engineering and technology workforce specifically, according to research from Engineering UK. As part of our commitment to transparency and continuous improvement, we report our gender pay gap in accordance with UK regulations. These regulations mandate that organisations with 250 or more employees publish their gender pay gap data at specified intervals.

 [Read our latest Gender Pay Gap Report here](#)

Enhanced parental leave support

To further support retention and progression across our workforce, we have strengthened our focus on key career and life transitions, particularly during parental leave and return to work. Our enhanced parental leave offering includes improved pay, bonus continuity, and tailored support such as Returnity 1:1 coaching, dedicated manager guidance, and structured pathways through the McLaren Performance Hub to support reintegration and ongoing development. Since its introduction in November 2023, 16 employees have benefited from the enhanced policy. This targeted approach supports long-term retention, strengthens career continuity, and ensures our people are equipped to thrive at every stage of their journey with McLaren Racing.



Improving our systems with Workday

As an Official Partner and provider of finance and HR cloud systems, Workday has helped us improve the quality, visibility and consistency of our data, particularly when it comes to improving representation and recruitment. This has strengthened our systems and given us better insights to support reporting, planning and decision-making as our business continues to grow.

We continue to strengthen our approach to talent, retention and progression by using improved data and insights to better understand the employee lifecycle. During the reporting period, we recruited 279 employees, with 44.8% from underrepresented groups, while early careers pathways accounted for 15.4% of new hires. In 2025, we further strengthened our focus on retention and progression, achieving an overall retention rate of 82.4%, reducing voluntary attrition to 6.6%, supported by enhanced career development pathways and targeted employee engagement initiatives.

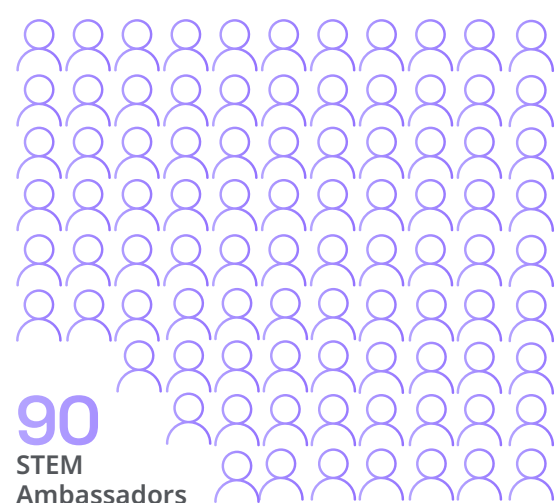


We continue to support diversity and inclusion by strengthening and growing our internal networks. These networks connect and empower our people, and their insights help shape our DE&I strategy and approach. In 2025, we have continued to build on this progress, further expanding our network offering.

Strengthening connections

STEM ambassadors

A network of skilled team members who work with schools and universities to deliver STEM events. 90 team members are ambassadors, an increase of 8% compared to 2024. Nearly half of our ambassadors are women. In 2025 our ambassadors delivered four events, reaching 6,300 young people.



Racing Roots

Set up in 2024, Racing Roots offers a nurturing environment for anyone with an affinity towards African and Caribbean culture and society to promote unity and inclusion across McLaren Group.

Driven Women

A network for anyone passionate about championing gender equality across McLaren Group. They host regular networking events and social get-togethers, often marking key national days, such as International Women's Day.

Military network

Through the McLaren Armed Forces Covenant, we continue to support members of the Armed Forces community, providing wellbeing and career support and recognising the value it brings to our business. Our military network connects and supports team members associated with the military – either as reservists or veterans or those with spouses, partners or family members in the military.



Driving Pride

Our LGBTQ+ network aims to create a safe, supportive space where team members can connect and be themselves. The aim is that alongside nurturing and celebrating diversity and inclusivity, the network will contribute to driving long-term performance and wellbeing.

Marking moments that matter

Moments such as Pride Month and International Women's Day provide meaningful opportunities to celebrate the diversity of our team and fanbase and reinforce our commitment to inclusion. Through our social accounts, we shared stories that recognised the experiences and contributions of our people, especially to mark Pride Month and International Women's Day.

Neurodiversity network

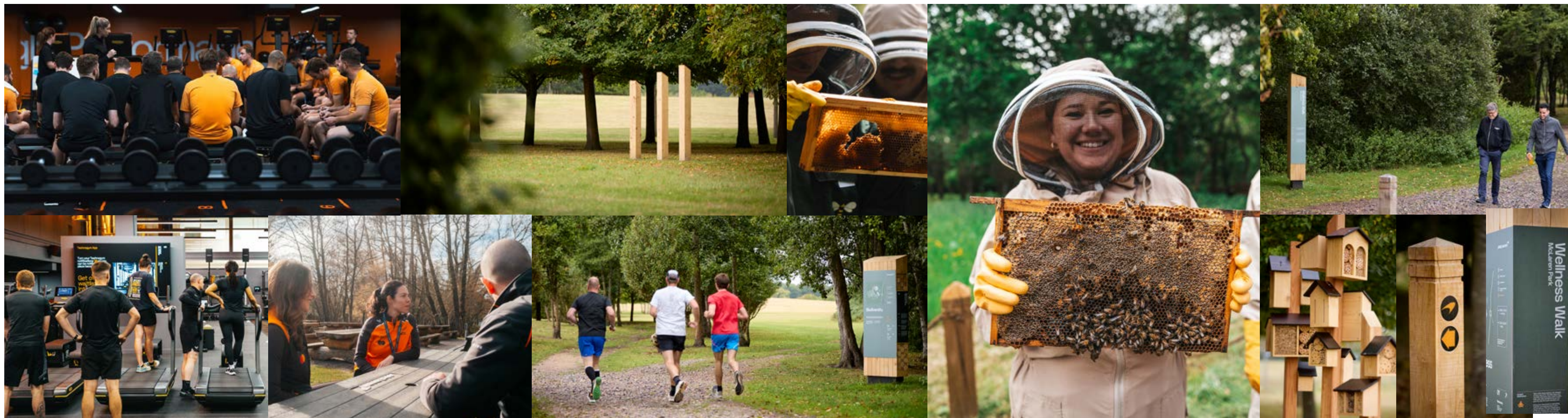
This year we established a neurodiversity network to create a supportive community for neurodivergent colleagues and allies, raising awareness, informing inclusive practices, and helping ensure our working environment harnesses different ways of thinking and problem-solving.

We also used our platforms to celebrate global cultural moments, highlighting the importance of community, belonging and connection across our international team and fanbase. These stories resonated strongly, becoming some of our most viewed content, reinforcing the role that representation and shared understanding play in our success.



Health and wellbeing

Our people's performance across the whole team won the F1 Constructors' Championship in 2025. Health and wellbeing are vital to enabling our team to perform at their best. Our people are our greatest asset; providing them with access to world-class facilities and support to enhance their physical and mental health and wellbeing is intrinsically linked to how we perform on and off track.



McLaren Performance Hub

The Optimum Nutrition McLaren Performance Hub (MPH) is a state-of-the-art facility offering a range of services to our team, from physiotherapy appointments to yoga classes. It is one of our key enablers in setting the standard for high performance in sport.



[Read more here](#)

Mental Health First Aiders

Central to our health and wellbeing strategy is access to mental health support, through our network of Mental Health First Aiders. Our network of 79 Mental Health First Aiders (MHFAs) support racing teams by providing a point of contact if a team member or someone they are concerned about is experiencing a mental health issue or emotional distress. They are on hand to provide initial support and signpost to appropriate help if required.

Wellness through biodiversity

We're fortunate to have on-site nature and green spaces, which enhance employee experience and strengthen mental health by creating environments that reduce stress, restore energy, and improve focus and resilience. Biodiverse surroundings support human health and help people perform at their best, strengthening wellbeing, engagement, and sustained high performance.

To strengthen our connection to nature and raise awareness of the importance of biodiversity, we mapped out a wellness walk with signposts and dedicated wildlife habitats across the green open space of McLaren Park. Our wellness walk was launched to coincide with Zero Waste Week and aligns with the principles of the Sports for Nature framework, reinforcing the role sport can play in protecting and restoring nature while delivering positive outcomes for people.

Along the wellness walk, we also installed four more bee hives, to bring us to a total of eight bee hives on the grounds of the MTC. In May, we gave 37 McLaren Racing employees a taste of a beekeeper's life with informative, hands-on sessions, with participants suiting up in protective clothing to visit the hives and learn about the essential role of bees. All the honey harvested from our beehives is reserved for employee gifts.



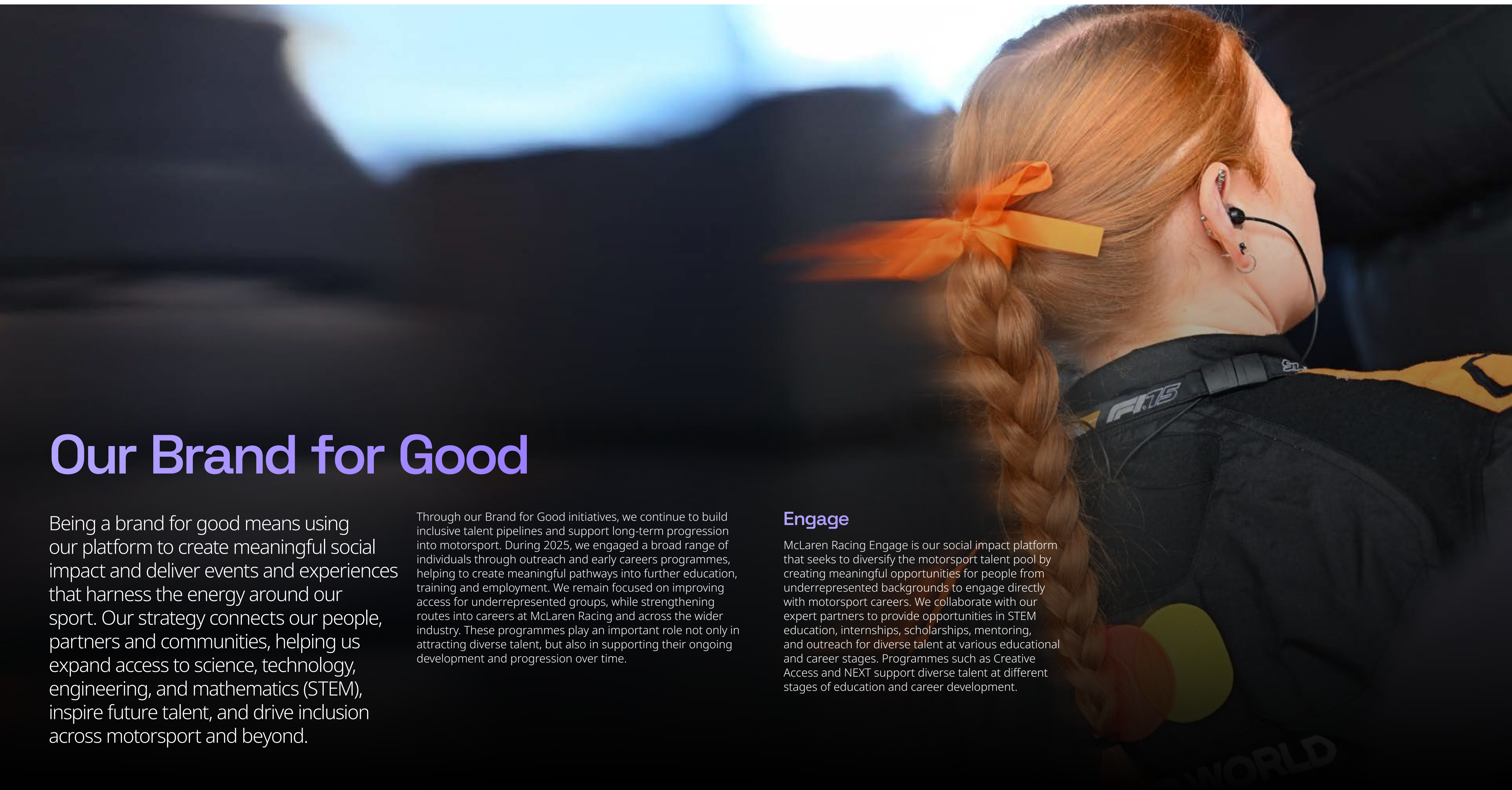
Our Brand for Good

Being a brand for good means using our platform to create meaningful social impact and deliver events and experiences that harness the energy around our sport. Our strategy connects our people, partners and communities, helping us expand access to science, technology, engineering, and mathematics (STEM), inspire future talent, and drive inclusion across motorsport and beyond.

Through our Brand for Good initiatives, we continue to build inclusive talent pipelines and support long-term progression into motorsport. During 2025, we engaged a broad range of individuals through outreach and early careers programmes, helping to create meaningful pathways into further education, training and employment. We remain focused on improving access for underrepresented groups, while strengthening routes into careers at McLaren Racing and across the wider industry. These programmes play an important role not only in attracting diverse talent, but also in supporting their ongoing development and progression over time.

Engage

McLaren Racing Engage is our social impact platform that seeks to diversify the motorsport talent pool by creating meaningful opportunities for people from underrepresented backgrounds to engage directly with motorsport careers. We collaborate with our expert partners to provide opportunities in STEM education, internships, scholarships, mentoring, and outreach for diverse talent at various educational and career stages. Programmes such as Creative Access and NEXT support diverse talent at different stages of education and career development.





Supporting women in early careers

Working with our partners and social enterprise organisations we have designed and delivered a range of programmes that aim to inspire, support and provide opportunities within McLaren Racing for underrepresented talent, with a particular focus on women.



NEXT

McLaren's 2025 NEXT programme brought together 25 exceptional young women from the US, UK and Europe for a week-long in-person scheme designed to break down barriers to STEM careers. An evolution of our 60 Scholars programme, which we launched in 2023 to mark 60 years of McLaren, NEXT helped our future STEM stars develop practical, transferable skills, while building a powerful professional network of peers and mentors who could become a lasting source of support and inspiration.

The scheme was run in collaboration with three of our industry-leading partners, Allwyn, Cisco and Deloitte UK. Official Learning and Skills Partner Udemy also supported participants through immersive masterclasses, workshops, panels, and mentorship sessions. To ensure the scheme was accessible to talented individuals

from a wide range of backgrounds, McLaren Racing covered all associated travel costs, helping remove financial barriers that might otherwise prevent participation. The impact on participants is clear: 100% of surveyed NEXT participants said the programme strengthened their confidence and provided greater clarity about their future, with many describing it as a meaningful influence on their career decisions and progression.

Programmes such as NEXT reflect our belief that expanding opportunity is both a responsibility and a strength and helps us contribute to meaningful change across our industry while supporting our ambition to achieve 40% representation from underrepresented backgrounds.



NEXT stories

Tala Clark describes NEXT as a transformative professional experience; she's since graduated in physics with a first-class degree and is now a systems engineer. A committee member for the Institute of Physics, Tala leads a national diversity initiative and has an interest in exploring opportunities that merge motorsport with emerging technologies such as quantum-enhanced computational fluid dynamics.

Alyssa Jhingree attributes her significant technical and leadership growth to her NEXT experience. Since the programme she's continuing her advanced academic work at Yale University in economics and mechanical engineering, and has been selected as a World Economic Forum 2026 Global Changemaker for Economic Development.



My time as a Creative Access mentor was deeply rewarding, I was genuinely inspired by my mentee's perspective and potential. The programme offers a crucial safe space where mentees can grow, ask questions and be challenged on their thinking. This dynamic learning allowed us to openly share advice and experiences in an effort to break down barriers into exciting industries.

- Creative Access mentor



Creative Access

Since 2021, Creative Access and McLaren Racing have co-delivered ambitious projects to remove barriers to creative careers, including internships, mentoring partnerships and bursaries. Through the career development bursary, 171 people from under-represented or traditionally disadvantaged backgrounds have received funding totalling over £100,000, while initiatives have seen top talent from underrepresented groups recruited into roles at McLaren. This year funding applications rose to 1,125 (from 241 in the first year), which is testament to both the scheme's impact and the reality that financial considerations still present significant barriers to career progression. This year, the scheme delivered £40,000 of funding across 49 bursaries.

Mentoring schemes with Creative Access have also proven to be rewarding for both mentees and mentors alike, and our latest cohort brought us to a total of 10 McLaren mentors with 10 mentees, to support with goal-setting and building networks for navigating the industry. Feedback following the programme showed that 100% of mentees felt the programme had boosted their confidence, improved their knowledge and skills, and also made them more optimistic about opportunities for career progression. Mentors also felt the benefits, with 80% reporting that the programme improved their confidence and their skills in working with colleagues from underrepresented groups.



The mentoring programme was so helpful for preparing me for interviews and applications as my mentor had some really helpful advice. It also really helped with my confidence and giving me the belief that a career in sports sponsorship was absolutely a realistic goal.

- Creative Access mentee



STEM Education

The partnership between Smallpeice Trust and McLaren Racing is a long-term collaboration focused on inspiring young people to consider engineering careers and increasing access to motorsport. In 2025, the partnership delivered 19 STEM sessions reaching 1,054 students across London and the south-east, Birmingham and Manchester. 48% of participants were women, with strong engagement from underrepresented communities, particularly in Greater London and Birmingham. The programme supports McLaren Racing's social impact and talent pipeline ambitions, helping broaden access to engineering pathways and increase interest in STEM careers. On average, 68% of participants surveyed said that they would now consider a career in engineering as a result of the STEM day challenges.

Girls on Track

We continued to support the FIA and Motorsport UK's Girls on Track initiative, hosting 50 young women at the McLaren Technology Centre for a masterclass with race strategist Jemma Murphy on careers in motorsport. A follow-up webinar in autumn brought participants together to share experiences and build confidence through practical workshops on CV writing, cover letters and the recruitment process. The programme helped demystify recruitment and strengthen application readiness, opening more young women to the possibilities of careers in motorsport and at McLaren. Building on this success, we plan to launch a third nurture cohort in 2026.

Women in Motorsports North America

Women in Motorsports North America Arrow McLaren has established a multi-year collaboration with Women in Motorsports North America (WIMNA) to help advance opportunities for women across the industry. The collaboration supports initiatives such as the annual Women with Drive summit, which connects professionals, students and leaders to foster career development and access.

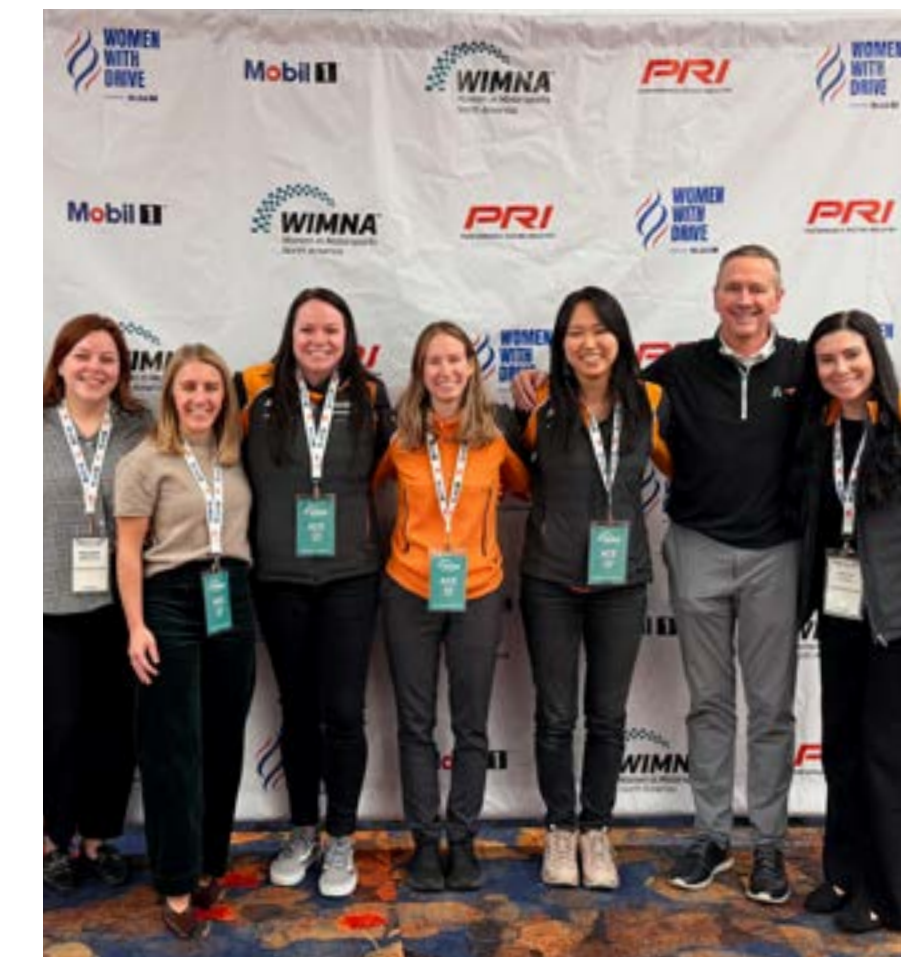
As Arrow McLaren continues to expand, including the opening of the McLaren Racing Center in Indianapolis, this partnership strengthens access to diverse talent and supports the development of the next generation of motorsport professionals, recognising that varied perspectives and skillsets are essential to driving performance and innovation.

International Women's Day 2025

On International Women's Day 2025, McLaren Racing highlighted the contributions of women across its teams. Arrow McLaren published Accelerating Women's Equality in Motorsports, celebrating women in strategy, engineering, communications and content roles and their role in driving progress and inclusion. The Formula 1 team also shared the story of Tony and Melanie Franklin, recognising Melanie's inspiring journey into motorsport and showcasing the impact of women across our sport, and in Woking, we hosted a menopause awareness talk at the McLaren Performance Hub.

International Women in Engineering Day

For International Women in Engineering Day (INWED), which was built around the theme of Together we engineer, we celebrated the achievements of women engineers and raised awareness around the importance of building a more inclusive and equitable future for the profession. To mark the event, we launched a video showcasing the talent, expertise and career journeys of our women engineers, helping highlight visible role models within our team. The campaign formed part of a global movement that generated more a billion impressions for the Women's Engineering Society.





In July, ahead of the British Grand Prix, we gave fans and future fans the chance to experience Formula 1 and the McLaren brand like never before.

London Live

London Live was a two-day takeover of Trafalgar Square, packed with activities, immersive experiences and on-stage interviews with our drivers, team and legends of the sport. The event showcased the very best of our brand, fans and our sport, drawing over 37,000 people and exceeding all engagement targets, with queues stretching as far as Chinatown.

Designed and delivered with sustainability and accessibility in mind, the event was entirely free and in a central location, making it open and accessible to all audiences, with easy access via public transport. As the second of three consecutive events in Trafalgar Square, we worked closely with other organisers to maximise resources and minimise waste and emissions. We reused infrastructure including the main stage, tents, fencing and HVO generators between the three events to avoid unnecessary transport and building activity, saving on waste and emissions.

Food vendors were selected not only to cater to an array of tastes and dietary requirements, but according to their sustainable practices, with all food trucks using packaging that was either recyclable or biodegradable. We kept our

commitment to removing single-use plastics by installing water dispensers and sending out pre-event comms to encourage attendees to bring their own bottles.

London Live showed how large-scale fan experiences can be delivered in a way that feels exciting, inclusive, and thoughtfully managed, creating unforgettable moments while reducing environmental impact and setting a new standard for future events.

While large-scale events showcase the very best of our sport, we are equally committed to using these moments to drive meaningful impact as a brand for good. As part of this responsibility, and in partnership with the Greater London Authority, we delivered a STEM programme for young people that supported the city's priorities around education and social equity.

More than 100 students from disadvantaged backgrounds were given an immersive learning experience that included simulators, a garage tour, a STEM masterclass and a challenge to design a nosebox that could withstand a high-force crash test. The outreach programme helped inspire ambition, build confidence and open pathways to future STEM careers.



2025 was a brilliant year for both representation and visibility of representation in our industry, and we fully harnessed opportunities to celebrate and promote the diversity of talent across our business.

Celebrating representation

We delivered a total of 20 speaking opportunities, partner activities and announcements with a clear and intentional focus on increasing women's representation in motorsport, while also using our global online platforms to champion and celebrate the achievements of women across our team and wider ecosystem.

These moments were not isolated initiatives, but part of a broader, sustained effort to elevate visibility, share authentic stories, and demonstrate that women belong in every level of our sport – from engineering and performance to leadership and competition.

Our ambition is for equal representation in motorsport to become business as usual, and the steps we are taking today to remove barriers and increase visibility are essential to widening the talent pool and attracting the very best people. We know that aspiration is shaped by what people can see and when individuals see people like themselves thriving, they're more likely to nurture their talents and chase their dreams. This can only have a positive impact on our sport.

Alongside visibility, we continued to strengthen pathways into the sport through our Driver Development Programme, renewing Ella Lloyd's contract and welcoming Ella Häkkinen and Ella Stevens. Together, these efforts reflect our belief that increasing representation is not only the right thing to do, but essential to strengthening our team, our sport and our future.



In May, we ran a special feature on the McLaren Racing website with Chief Marketing Officer Louise McEwen and Business Operations Director Stephanie Carlin as they reflected on their journeys in motorsport.

[Click here to read the full article and watch the video.](#)



At the Miami Grand Prix, Chief Marketing Officer Louise McEwen became only the 11th woman to stand on an F1 podium as she accepted the winning Constructors' trophy.



Chief Financial Officer Laura Bowden took to the podium at the Dutch Grand Prix, becoming the 12th woman to stand on an F1 podium following Oscar Piastri's race win for McLaren.



Our Industry

Our participation in Formula 1 gives us a unique opportunity – and responsibility – to help move our sport forward. By working closely with Formula 1, governing bodies, partners and peers, we are contributing to a collective effort to raise standards and strengthen the long-term resilience of our industry.

We actively support and contribute to shared initiatives such as the F1 Diversity and Inclusion Charter, host F1 scholars through structured placements, and continue to evolve our STEM programmes to build future talent pipelines. We also work with our partners and sponsors to extend the reach and impact of these efforts beyond our own team.

Progress in motorsport depends on collaboration, and we are committed to using our voice and platform to help drive greater diversity and inclusion across the sport. By sharing knowledge, supporting industry-wide programmes and working alongside Formula 1, partners and peers, McLaren Racing is helping to break down barriers, widen access and shape a stronger, more representative and future-ready motorsport ecosystem.

Leading change: CEO Zak Brown on More than Equal's inaugural Advisory Board, which supports a talent pipeline for women drivers and addresses underrepresentation.



F1 Academy and our driver development programme

Ella Stevens

Ella Häkkinen

Ella Lloyd

In November, McLaren Racing announced the signing of the three “Ellas” – Ella Lloyd, Ella Stevens and Ella Häkkinen – as part of its expanded Driver Development Programme (DDP) and 2026 F1 Academy commitment.

Ella Häkkinen was 14 years old when she joined in our DDP, which is designed to identify and support emerging racing talent, preparing drivers for progression to Formula 1 and other elite series. Drivers benefit from tailored coaching, simulator access, engineering expertise and performance support, enabling them to develop their technical skills, mindset and race craft.

Ella Lloyd, the 2025 F1 Academy Rookie of the Year, secured five podium finishes, including a race win in Jeddah, and finished fourth overall in the championship. She also demonstrated strong consistency during the series' debut in Montreal, achieving three consecutive second-place finishes. Lloyd continues her development with Rodin Motorsport as part of our DDP and is strengthening her progression within the team's talent pipeline. We look forward to supporting her continued growth and ambition in the 2026 season.

Ella Stevens has joined as the second McLaren junior driver in the F1 Academy series, beginning her first season in single-seater racing. She was crowned Vice Champion in the 2025 British Karting Championship and made history as the only woman race winner in the UK's premier karting class, alongside becoming a double English KZ2 Champion and British BirelART Cadet Champion. Stevens also set the fastest time at the inaugural F1 Academy Rookie Test, highlighting her potential as she progresses within McLaren Racing's development pathway. We are excited to support her transition into single-seater competition and to see her development as part of our programme in 2026.



Advancing Women in Motorsport

We are committed to accelerating progress for women in motorsport by strengthening the pipeline of driving talent and contributing to a more inclusive and representative racing ecosystem. Through our continued investment in F1 Academy and driver development, we are helping to address structural barriers and create clearer pathways for women to succeed at the highest levels of the sport.

In 2025, we reinforced this commitment by announcing a two-car entry into the F1 Academy for the 2026 season, becoming the only Formula 1 team to support two drivers on the grid. Ella Lloyd returns for a second campaign alongside new recruit Ella Stevens, while Ella Häkkinen joined the McLaren Driver Development Programme as part of the Champions of the Future Academy. This expanded presence reflects both the scale of our ambition and our intent to drive meaningful change in representation of women on track and across the wider motorsport ecosystem.

Beyond the track, our global platform enables us to influence and inspire the next generation of fans and talent. Our fanbase of women and girls continues to grow year-on-year across all major channels, with particularly strong engagement on Instagram and TikTok, where we have the highest proportion of female followers among Formula 1 teams. Our campaigns focused on empowerment and representation continue to resonate strongly, demonstrating the importance of visibility and storytelling in shaping a more inclusive future for the sport.



mclarenf1 16 w
Ella^3 is going to be a force 🍷👏

3.5M
impressions

98K
engagements

mclarenf1 Edited • 16 w
Committed to supporting the next generation of women in motorsport 🍷

2.3M
impressions

51K
engagements

mclarenf1 52 w
Looking forward to the @f1academy season starting this month 🍷

1M
impressions

88K
engagements



Appendices

5



Appendix A: Calculating our circularity metric

Purpose of the circularity metric

Measuring circularity is essential to enabling the transition to more sustainable resource consumption and the journey to net-zero. Our methodology has been developed to:

- Provide a robust, standardised approach to measuring circularity within Formula 1
- Identify material hotspots at McLaren Racing where interventions can deliver the greatest impact
- Spark innovation by raising awareness of circularity within Formula 1 and beyond

Metric scope and boundary

Our system boundary comprises the boundaries, which lay out the limits of the calculation as follows:

- Physical boundary – a team's factory and operational facilities, i.e. the MTC and Woking campus
- Organisational boundary – technical functions within the McLaren F1 Team, excluding other racing series and non-technical activities.
- Time boundary – one calendar year, from 1 January 2025 to 31 December 2025.

The metric's scope covers materials, manufacturing consumables and finished components that have been used to manufacture our F1 car chassis. This currently excludes the power unit and tyres, since these are not manufactured by the McLaren F1 Team. In the interest of preserving data quality, we have only used data sources in which we have a high level of confidence. The metric does not count trackside waste or waste generated by third parties, consumables stocked by vending machines at the McLaren Technology Centre (MTC), or consumables purchased by third parties when manufacturing components for McLaren Racing (raw materials for outsourced manufacturing are included).

Calculation methodology

We took six steps to calculate our metric, as prescribed by the F1 Constructors' Circularity Handbook. These steps are 1) identify material flows, 2) collect the data, 3) quantify material weight, 4) apportion its circularity, 5) aggregate these numbers, and 6) calculate overall circularity.

Material inflows are defined as materials flowing into the system boundary. This category primarily comprises purchased raw materials and consumables used in in-house manufacturing, as well as outsourced parts. Data from multiple business functions were consolidated to ensure all in-scope material inflows were captured. These datasets typically included weight or volume information, which was used to calculate each material's contribution to total inflow by weight, in accordance with the methodology set out in the Handbook.

Inflow data limitations

Primary weight data was available for the majority of records in our purchasing and operational data sets. These records were used to generate spend-to-weight estimation factors to apply to materials where only spend data was available.

Estimated data based on the above factors account for 16% of records and 46% of mass data. We expect that this may result in underestimation of weight for manufacturing consumables, which are typically high volume and low spend. Invalid data could not be included in our calculation. This is where a material has neither spend nor weight associated with it. Of all material records, 0.09% were invalid for use in our metric; this represents a significant improvement in accuracy as the 2024 figure was 0.5%.

Material outflows are defined as only those flowing out of the system boundary, meaning waste streams out of the factory. Data provided by our waste handlers covered all waste streams and was exclusively weight-based, requiring no use of spend-to-weight conversions.

Outflow data limitations

Our shared site means that some of McLaren Racing's waste at the MTC is aggregated with waste from other areas of our Woking campus, which includes McLaren Group and McLaren Automotive. To control for this in our calculation, we estimated McLaren Racing's portion of these shared waste streams based on our headcount.

General waste is collected and aggregated from all areas of McLaren Racing including Marketing and shared spaces. We apply an adjustment based on headcount of all F1 Technical employees to estimate the amount of general waste from operational areas.

The material recovery facility (MRF) to which we send our waste provides us with a breakdown of materials sent to recycling and recovery as a percentage, which we use to apportion outflow circularity. Whilst this breakdown applies to the whole MRF, not only waste from McLaren, we exclude the proportion of recovered materials which we know we do not send to the MRF (e.g. construction waste), to avoid overstating our outflow circularity.

Attributing circularity

We define inflow materials that come from reused, re-manufactured, repurposed, recycled and/or renewable bio-based sources as circular. For outflows, any waste sent to landfill or waste-to-energy were counted as non-circular, while all destinations on the R-ladder framework are circular. In the absence of information concerning a material's circularity, we do not attribute any circularity to it and assume it is 100% non-circular. In 2024, our first year calculating the metric, we took a conservative approach and, in the absence of evidence of circularity, we assumed that all inflows were non-circular.

This year, we made important steps to gather more data on inflow circularity and are aware of three bio-derived inflows. As well as using flax-fibre composites and 28% bio-derived epoxy on one significant grade of carbon fibre since 2023, we also received certification that a portion of our composite tooling board is 26% bio-derived. We applied these circularity percentages to the relevant categories of total material consumption, and our inflow circularity reflects these changes.

Recalculating our 2024 baseline

Our original circularity metric was calculated as 37%, which we reported in 2024. Following the recovery of some missing data, access to more representative data on our recycling rate, improved assumptions and a refined calculation process, we have applied a restatement to the original calculation. This has affected the metric by an aggregate 15%, meaning our baseline circularity metric is 22% for 2024.

Next steps

In 2026, we will continue to support the metric's accuracy by working to improve data quality and determining which of our existing inflows are circular. Additionally, we will aim to reduce our use of conversion factors by retrieving more direct weight data. In parallel, we will research, develop and implement more circular processes and materials in collaboration with our technical teams, with a view to targeting non-circular hotspots identified by our 2025 metric. This will improve our know-how in solving circularity problems while moving us towards our goal of circularity in F1 Car manufacture. We will collaborate with other F1 Teams and the FIA to encourage uptake of the circularity metric beyond McLaren Racing, simultaneously gathering feedback on the calculation methodology to refine it so that it becomes useable across F1 and wider motorsport, driving the changes we need to realise circularity in our sport.



Appendix B: GHG emissions calculations

Tracking our progress

McLaren Racing holds near-term and net-zero targets which were validated by the Science-Based Targets initiative in January 2024. The full wording of our targets is as follows:

Near-term targets:

We commit to:

- reduce absolute scope 1 GHG emissions 80% by 2030 from a 2019 base year.*
- increase active annual sourcing of renewable electricity from 97.7% in 2022 to 100% by 2030.
- reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, upstream transportation and distribution, and business travel 50% by 2030 from a 2022 base year.

Net-zero targets:

We commit to:

- reduce absolute scope 1 and 2 GHG emissions 90% by 2040 from a 2019 base year.*
- reduce absolute scope 3 GHG emissions from purchased goods and services, capital goods, upstream transport & distribution, and business travel 90% by 2040 from a 2022 base year.

**The target boundary includes land-related emissions and removals from bioenergy feedstocks*

We benchmark performance internally by comparing absolute GHG emissions, operational GHG emissions (which covers all scopes and categories except PG&S and Capital Goods), and per-race GHG emissions year-on-year and against our base year. We maintain awareness of external standards and good practice by participating in industry initiatives such as UN Sports for Climate Action, and through our double materiality assessment process.

Whilst McLaren Racing does not currently apply offsets within the reported inventory, we retired Sustainable Aviation Fuel certificates (SAFc) to compensate our emissions from aviation activities across scope 3 Categories 4 and 6, totalling 10,868 tCO₂e for the 2025 reporting period. We have also financially contributed to the development of high-quality carbon removal credits, detailed on [page 32](#).

Scope and boundaries of our GHG emissions

McLaren applies the operational control approach to define its organisational boundaries. All entities and facilities over which McLaren exercises full operational control are included in the GHG inventory. This includes the McLaren Technology Centre and all supporting sites in Woking, Arrow McLaren IndyCar HQ and the new McLaren Racing Center in Indianapolis, and NEOM McLaren Electric Racing in Bicester until the team's operational cessation in September 2025. All GHG emissions are reported on a calendar year basis, i.e. from 1 January to 31 December 2025 for the purposes of this report.

McLaren accounts for its scope 1 and scope 2 (market- and location-based) emissions in full. All emissions from relevant scope 3 categories are calculated for upstream and downstream activities. Market-based scope 2 calculations are based on our purchasing of renewable electricity tariffs, evidenced through REC and REGO certificates.

Scope 3 categories 9, 10, 13, 14 and 15 are excluded as these activities are not relevant to McLaren Racing's business operations.

Baseline and restatement policy:

McLaren's GHG baseline consists of two base years, split by emissions scope. The base year for scope 1 and 2 emissions is set at 2019, whilst the base year for scope 3 emissions is set as 2022. McLaren has taken this approach due to significant scope 3 data quality improvements made in 2022.

Recalculation of base year emissions will occur if a difference of more than 5% of the base year is identified in the event of structural changes (e.g., new race series or divestitures) or error corrections. In addition, McLaren will also recalculate and restate emissions in the event of a significant methodological change or discovery of new data sources in excess of 5% of our baseline. Year-on-year changes in emissions due to fluctuations in racing calendar, travel intensity, and operational activity do not trigger base year recalculation but are clearly documented in reporting narratives.

2025 Restatements

In 2025 McLaren recalculated its scope 3 emissions for the 2022 base year due to a change in scope 3 spend-based emissions factor database, from Exiobase to CEDA. To support accurate and comparable reporting of McLaren's progress towards its emissions reductions targets in 2025 relative to the 2022 base year, the 2022 scope 3 emissions have been recalculated and restated using the CEDA emissions factor database. McLaren's 2023 and 2024 emissions are currently still reported using the legacy methodology; these will be recalculated and comparable figures restated in future sustainability reports.

Emissions calculation and assurance

McLaren's GHG emission calculations follow the GHG Protocol guidelines, basing all calculations on activity and quantity data where possible and spend data or estimations otherwise. Emission factors are sourced from UK BEIS/DEFRA datasets, United States Environmental Protection Agency (EPA), International Energy Agency (IEA), Ecoinvent, Comprehensive Environmental Data Archive (CEDA), Australian National Greenhouse Accounts Factors (DCCEEW), as well as supplier-provided emissions factors.

Alongside absolute emissions, McLaren calculates an intensity metric expressed as tCO₂e per race event. Total GHG emissions per race are weighted based on each series' contribution to McLaren's GHG footprint and summed to obtain a weighted average emissions per race.

McLaren obtains third-party assurance of our GHG inventory on an annual basis for confidence in the consistency, credibility and accuracy of its emissions data. In 2025, the GHG inventory was assured by LRQA in line with the GHG Protocol and ISO 14064 (Part 3 for greenhouse gas emissions).



Appendix C:

Environmental data tables

Full GHG emissions table

Disclosure	Unit	2019*	2020	2021	2022**	2023***	2024***	2025
Gross scope 1 GHG emissions	tCO ₂ e	1,868	1,321	1,564	1,632	1,522	1,434	1,355
Gross location-based scope 2 GHG emissions		4,794	4,019	3,717	3,045	3,474	3,776	3,277
Gross market-based scope 2 GHG emissions		298	298	298	148	68	7	46.6
Gross scope 3 GHG emissions		78,163	56,016	55,222	85,647	58,091	52,475	109,186
Category 1 – Purchased Goods and Services		64,248	49,829	48,664	49,670	26,193	26,441	71,636
Category 2 – Capital Goods		Not separated from Category 1 in 2019	Not separated from Category 1 in 2020	Not separated from Category 1 in 2021	14,363	9,056	5,607	14,028
Category 3 – Fuel and Energy-Related Activities		777	592	653	1,476	711	1,588	1,595
Category 4 – Upstream Transportation and Distribution		4,710	2,194	2,078	10,878	9,091	8,156	8,120
Category 5 – Waste Generated in Operations		15	13	17	54	26	25	104
Category 6 – Business Travel		8,413	3,387	3,810	8,282	11,568	8,753	11,714
Category 7 – Employee Commuting		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	869	1,408	1,795	1,822
Category 11 – Use of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	50	36	110	156
Category 12 – End-of-Life Treatment of Sold Products		Not recorded in 2019	Not recorded in 2020	Not recorded in 2021	5.2	2	2	9.4
Total GHG Emissions		84,826	61,355	60,502	90,325	63,087	57,685	113,818
Electricity Consumption (across all sites)	kWh	18,368,080	16,734,908	16,878,920	15,326,913	15,846,912	17,322,359	17,656,972

* Baseline year for scope 1 and 2 emissions

** Baseline year for scope 3 emissions

*** Not yet recalculated using 2025 methodology



Waste data table

Disclosure	Unit	2019	2020	2021	2022	2023	2024	2025
Total waste	Tonnes	689	538	737	594	614	717	521
Total hazardous waste		274	258	369	332	266	394	167
Hazardous waste recycled		81	87	137	114	22	37	11
Hazardous waste incinerated with energy recovery		194	171	232	218	244	357	156
Total non-hazardous waste		414	280	368	262	348	323	354
Non-hazardous waste recycled		301	207	213	152	229	216	168
Non-hazardous waste incinerated with energy recovery		19	2	4	2	10	7	4
Non-hazardous waste processed at MRF		95	71	152	107	109	100	181

Emissions intensity metrics

	Baseline			2025***					
	Emissions per series (tCO2e)	Emissions break-down by series as % of total	Number of events**	Emissions per event (tCO2e)	Emissions per series (tCO2e)	Emissions break-down by series as % of total	Number of events	Emissions per event (tCO2e)	% change
F1 + Sprints	76,774	92.1%	22 + 3	3,071	82,233	89.4%	24 + 6	2,741	10.74% decrease
IndyCar	6,575	7.9%	17	387	8,208	8.9%	17	483	24.83% increase
Formula E	0	0.0%	0	0	1,533	1.7%	15****	102	N/A
Total	83,349	100%	42	2,859*	91,974	100%	62	2,493*	12.80% decrease
Retired Series (Extreme E) Not included in metric calculations	1,054	N/A	5	211					



Appendix D:

Our people and diversity data

We want our DE&I goals to be ambitious but achievable, and a key step towards that is gathering detailed baseline data across our team. Understanding where we are on this journey is critical, and it helps us measure the impact and effectiveness of our outreach, recruitment, and engagement programmes.

In 2025, we undertook a significant data drive across our team to increase the diversity of personal demographic data in line with the new implementation of our Workday system. As part of onboarding all colleagues to this system, we mandated completion of DE&I data, whilst maintaining the option to select 'prefer not to say'. This process directly led to a more in-depth analysis and insight into our workforce and identified a positive shift in our results, with the organisation's underrepresented population rising from 33% to 36% during this reporting period. This progress can be directly attributed to our improved data collection process, with low levels of 'prefer not to say', which signals that we have a high level of trust and confidence within our team, enabling them to share their personal information.

We continue to enhance our data collection with new technology and inclusion initiatives. We are pleased to report that one-third of our workforce comes from underrepresented backgrounds, with women accounting for the largest proportion in this community. While this is a good baseline for us to establish, this clearly illustrates that two-thirds of our team may not reflect broader societal diversity, or employees may have preferred not to disclose.

Women make up 22% of McLaren Racing's overall workforce, but representation varies significantly by function. The Commercial and Business Performance Team shows a strong gender balance, at 55% and 50% female representation, respectively. However, racing-focused functions remain heavily male-weighted, with women representing 10% of F1, 15% of McLaren IndyCar and 27% of Endurance Racing. This indicates that the organisation's challenge with gender representation is concentrated in technical and race-delivery environments. Future progress will depend on targeted action to strengthen female attraction, progression and retention in these areas.

This is against the backdrop of 16.9% of the UK engineering and technology workforce (Engineering UK, 2025). This provides a clear focus for us to ensure our outreach activities continue to prioritise targeted interventions that inspire and create opportunities for women and girls in STEM, specifically in motorsport.

We're already starting to see the impact of these initiatives: During this reporting period, women constitute 31% of our early-career cohort. This shows that our early talent pipeline is more balanced than the current workforce. 45% of our new starter population came from underrepresented backgrounds, surpassing our overall underrepresentation figure of 36%. These results indicate progress and suggest that our brand and outreach activities are effectively engaging a broader talent pool and are providing a strong foundation for long-term change. However, we recognise that this requires continuous focus and targeted action to maintain momentum and fulfil our Diversity and Inclusion commitments.

Strategic Focus: Our ongoing progress

We remain committed to making meaningful progress as we strive to have 40% of our workforce come from underrepresented backgrounds. We specifically focus on early talent, experienced hires and career progression into leadership roles.

1. Development and progression: Enhancing opportunities for women and underrepresented groups to advance to senior positions through leadership development, mentoring, and sponsorship initiatives is crucial.
2. Recruitment and talent: To continue attracting diverse talent at every level of the organisation, especially in technical and leadership positions. We need to develop pathways for diverse hires to guarantee a lasting impact.
3. McLaren Racing Engage and NEXT: To continue to advocate for change through our McLaren Racing Engage initiatives and our flagship programme NEXT, influencing our industry and working with partners to bring about change.



Social sustainability data

At least 36.2% of the population identifies with one or more underrepresented characteristics.

Underrepresented characteristics reported in 2025	Sample Size (total number of respondents)	% Completion rate	Count (those who identify as)	% of workforce	PNTS	PNTS
Gender	1,362	100%	298 (women)	22% (women)	0%	0
Ethnicity	1,298	93%	100 (from an ethnic minority background)	7.1%	2.5%	34
Sexual Orientation (LGBTQ+)	1,254	90%	39	2.8%	6.6%	92
Disability	1,124	80%	94	6.7%	4%	56
Neurodivergent	1,118	80%	112	8%	6.3%	89
Socio-Economic*	1,044	75%	297	21.2%	16.8%	236
Total			36.2%			507

Numerical representations correspond to the distinctive characteristics of each individual. Certain individuals possess multiple characteristics; we have controlled for double counting so that these individuals only count towards one out of the total population.

* Under the National Statistics Socio-economic Classification, "underrepresented socio economic backgrounds" often include: Routine and semi-routine occupations, Long-term unemployed, Clerical and intermediate occupations, Technical and craft occupations, Small business owners (with fewer than 20 employees). We have presented our underrepresentation data based on these categories.

